

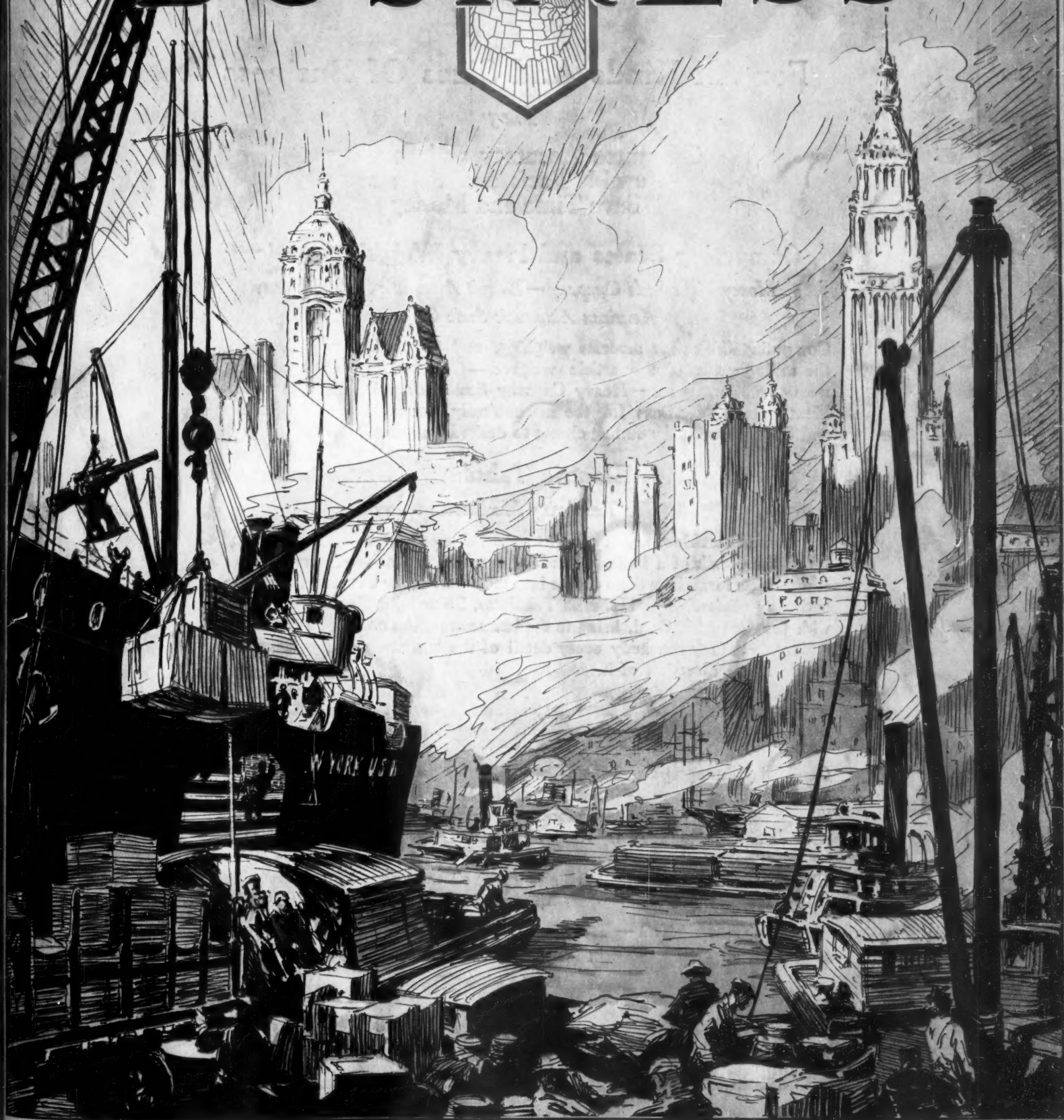
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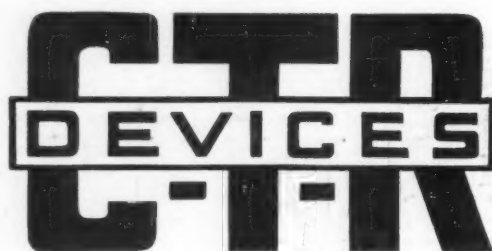
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# NATION'S BUSINESS





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American Automatic Scale Company*

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How are **You** planning for increased production?

Through enlarged plants—when construction is slow and costly?

Through greater equipment—when machinery is difficult to get?

Through more labor—when help is scarce and high? **Or—**

Through **Greater Efficiency** from your present Labor, Equipment and Plant without additional capital expenditure—without buying at top prices—without competing for labor at excessive wages?

We have accomplished these results for firms in scores of different lines by scientifically balancing production—by harmonizing operations and by a wage plan giving a strong incentive to each employee to produce and co-operate to get results.

Let us show you how production can be increased—wages raised—costs cut—and profits improved.



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formerly

Clinton H. Scovell & Company

Certified Public Accountants

Industrial Engineers

Boston, 110 State Street  
New York, Woolworth Building

Cleveland, Illuminating Building

Springfield, Mass., Stearns Building  
Chicago, 10 South La Salle St.

# Westinghouse

## A Page From the Past

### Alternating Current

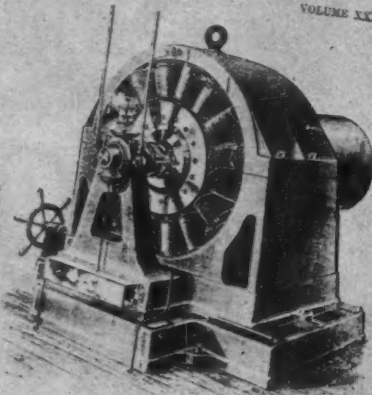
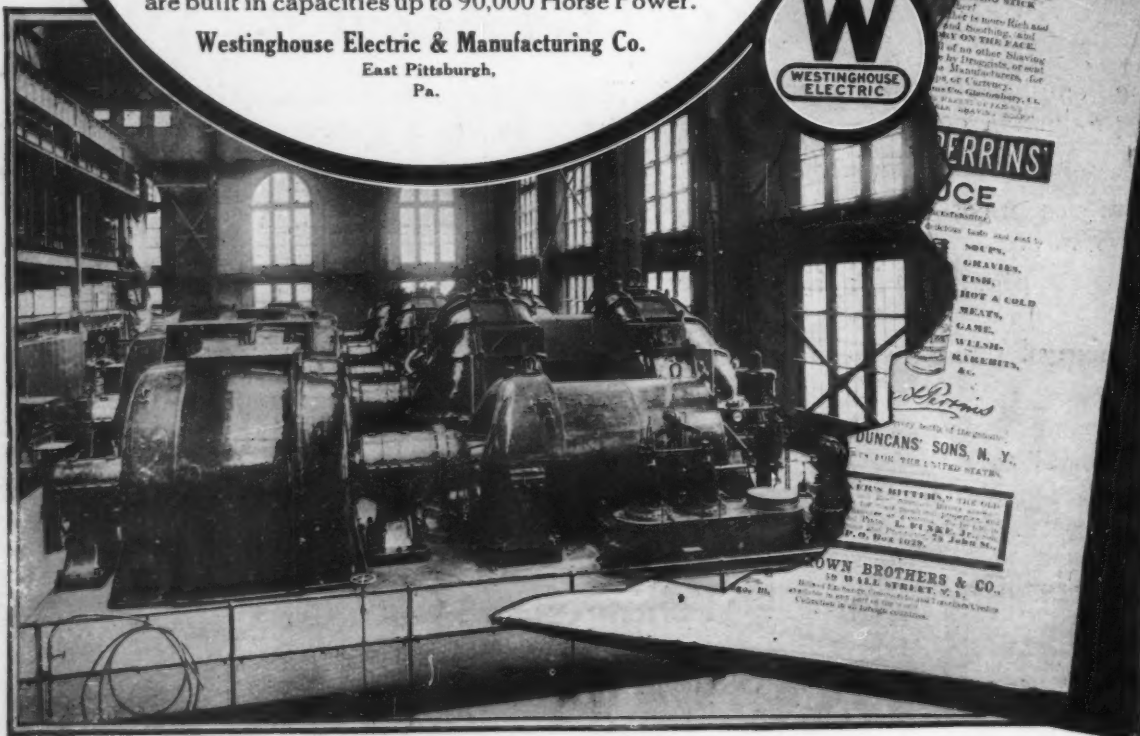
This page from Harper's Weekly of September 3, 1887, shows the first Alternating-Current Generator advertised in this country.

Up to that time direct current *only*, had been used, and the growth of the electrical industry was therefore limited—for it is impracticable to transmit direct current over long distances.

Alternating Current however, may be transmitted hundreds of miles economically; and the distribution lines of today stretch out over this vast country like mighty arteries—supplying power for all purposes.

The picture below shows Westinghouse Alternating-Current Generating Units as they look today. They are built in capacities up to 90,000 Horse Power.

Westinghouse Electric & Manufacturing Co.  
East Pittsburgh,  
Pa.



### THE ALTERNATING SYSTEM.

Incandescent Electric Lighting from Central Stations made Universal, Economical, and Profitable, irrespective of distance.

The Westinghouse Electric Co.,  
Pittsburgh, Pa.



**PERRINS'**  
**ICE**

**DUNCANS' SONS, N. Y.**

**BROWN BROTHERS & CO.**  
10 WALL STREET, N. Y.



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A War Need: Imagination  
Details Behind the Ship  
Our Tools to the Four Corners  
Lost, Strayed or Stolen: Futures  
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A Ship for a Ship  
Waterways Not Forgotten  
Improving Our Harbors  
Cooperative Societies Meet  
Coal in the Spotlight  
"Pooling" Coal Shipments  
A Monsoon in the Cable News  
A Side-Line for British Consuls  
While Passengers Pray for Rain  
A Tin Independence Day

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Entered as second-class matter February 18, 1913, at the Postoffice at Washington, D. C., under act of March 3, 1879

## The Nation's Business



A FEW weeks ago the nation's business was the raising of a huge sum of money wherewith to back up the men engaged in the gigantic task involved in making the world safe for democracy. The great over subscription to the Liberty Loan was not alone a triumph for democracy, but a triumph for co-operation, and a proof of the sure results of rightly directed, highly organized effort.

When an American manufacturing concern increased its output of motor boats of the size desired by England for submarine chasers, from three or four a year, to five hundred and fifty in 535 days, that was another triumph for organized effort.

There is an old saying that a bee is a model of industry—yet, because their efforts are rightly directed and bee work standardized, so to speak, Italian bees in California make double the quantity of honey they do in Italy. Why? Because, thanks to rightly directed effort, California bees can attend to their job of honey production with little waste of time and energy.

England and France have recently accomplished exactly what the California bee raisers did. Increased production by means of employing methods of standardization of effort. To-day, greater output in all lines of work, is a duty brought home to American manufacturing concerns as never before.

*Greater output at lower production cost, through careful study, with least change in existing conditions, and without internal friction, is the aim of this group of experienced engineers, production men, accountants and general organizers, which comprise the staff of Baker, Sutton & Harrison.*

The service of this group of industrial specialists is aiding others at this time when the nation's business is of such vital importance to our Allies, our nation and mankind.

The international status of the firm of Baker, Sutton & Harrison, with offices and working forces both in New York and London, enable it to obtain first-hand information as to demand and best methods of meeting it.

The wide experience of Mr. G. Charter Harrison, gained in eighteen years devoted to industrial engineering, and those problems so important to-day to American manufacturers, and to the nation's business of backing up the man at the front, places this firm in a position to render to you that service you seek—*service which ensures greater efficiency, and greater output, from the same equipment.*

For detail information, and names of clients who have profited through our services, write to-day—to-day, when America's job is to "speed and perfect every process."



**Baker, Sutton & Harrison**

INDUSTRIAL ENGINEERS

31 Nassau Street

New York



Close view of the roof of The Pierce-Arrow Motor Car Co., Buffalo, N. Y. General Contractors: Aberthaw Construction Company, Boston, Mass. Roofers: Jameson Roofing Company, Buffalo, N. Y.

## This Roof is Guaranteed until 1936—

THE following illustrates the working of our new plan to guarantee Barrett Specification Roofs for twenty years.

When the question of roofing was reached in the specifications covering the building illustrated, the construction department of The Pierce-Arrow Motor Car Company inserted approximately the following in the building plans:

"The roof shall be laid according to the Barrett specification, dated May 1, 1916, and the roofing contractor shall upon completion of the job deliver to us the Barrett 20-Year Guaranty Bond, in accordance with Note 1 of such Specification."

Competitive bids were then asked for.

The concern to which the job was finally awarded promptly notified us regarding the job, asked for our Inspection Service, and the 20-Year Bond.

Our Inspectors supervised the job saw that the Specification was strictly followed both as to

methods and materials, and on its completion certified that the roof was O. K. in every respect.

On this certification the United States Fidelity & Guaranty Company of Baltimore issued a 20-Year Surety Bond, which exempts the owner from any maintenance or repair expense to the roof until 1936.

The Guaranty Bond costs the owner and the roofing contractor nothing.

### How to Get the 20-Year Guaranty Bond

This new Guaranty Bond is issued on all Barrett Specification Roofs of 50 squares or more in all towns in the United States and Canada of 25,000 population and over, and in smaller centers where our Inspection Service is available.

Our only requirements are that the roofing contractors shall be approved by us and that The Barrett Specification, dated May 1, 1916, shall be strictly followed.

*A copy of The Barrett 20-Year Specification, with roofing diagrams, sent free on request*

The **Barrett** Company

*Largest Manufacturers in the World of Roofing and Roofing Materials*

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Winnipeg





# The Nation's Business

VOLUME 5, NUMBER 7

A Magazine for



Business Men

WASHINGTON, JULY, 1917

## At Last—A Merchant Marine!

War Has Forced upon the United States a Great Fleet That Will Protect Our Rightful Position in Overseas Trade—Unless We Blindly Refuse To Receive the Blessing

By F. S. Tisdale



*Some such method as this ought to be used to force Americans to realize that ships are just as necessary to their country as a wagon is to a farmer. In 1914 foreign governments suddenly took away vessels we had been using. This paralyzed transportation by piling up railroad freight in coast yards; elevators refused wheat; grain rotted in the fields while the world clamored for bread. Crops were lost in the West because of war in far-off Europe.*

THE end of the war will find the United States with a great merchant marine and a great navy. We again witness the spectacle of America accomplishing overnight what it has taken European nations years to secure to themselves."

This observation was made by a German professor who had been teaching in one of our colleges, on his return to Berlin. There was something of envy and much of wonder in the words. Perhaps the enemy sees better than we the significance of our part in the struggle.

War, the greatest of all devils, should receive his dues. His hands are red but they hold some blessings. So far he has dethroned a czar, perfected the aeroplane, quickened man's moral and physical courage, and made innumerable scientific discoveries that will remain to comfort humanity for all time. To the United States there has come a rich and tangible gift in the form of a merchant marine.

During the years when public opinion was apathetic on the question of ships, our postoffice buildings showed a healthy rate of increase but our merchant marine languished. Then along came the war. It became our war. We could no longer discuss whether we ought or ought not to have ships.

We had to have ships. We had to have as many—or

maybe more than—we could get and we had to have them at once. They were necessary to serve our battle fleets, to carry troops, to keep the fighting men in boots, shells and buttons, to save our allies from the famine threat, and to defeat the undersea boats. The vessels that we had scorned became suddenly our most vital and urgent necessity.

By virtue of a genius for adaptability the United States developed during the months of the war into a great ship-building country. We were launching more merchant tonnage than any country in the world. But a great deal of it was sold to foreigners.

The builders might have kept on selling to aliens had not Germany forced us into the war. Injustice carries its own punishment. The declaration for a lawless submarine blockade drew into the fight against the Germans factors certain to defeat their fervent ambitions for starving England.

The Germans released against themselves 627,181 tons of their own shipping which had scuttled into American ports to escape British cruisers at the outbreak of hostilities. These ships were damaged but not ruined by their crews. A greater consequence of the declaration was the added impetus to American shipbuilding.

Already our yards were working twenty-four hours a

day to meet the demand for shipping. With our stand against Prussianism came the full realization that the defeat of the enemy rested in the one word—Ships! Since we were in the fight with all four feet, the weight of government force and money got behind the vast shipbuilding organization that had developed itself since 1914.

The Shipping Board set its teeth in the problem. The Emergency Fleet Corporation, with Major General George Goethals at its head, was formed to speed up production. Congress laid aside a half billion dollars as an emergency shipping fund to insure the success of any steps taken against the world enemy.

On June 15 President Wilson put his signature to the War Budget Bill. Next day, by force of one of its clauses, it was announced that steel merchant tonnage building in our yards would be taken over by the government and chartered by the Shipping Board to private companies or perhaps to the governments of the allies.

Steel ships under construction or ordered in the United States comprised 2,039,261 gross tons according to the last official figures. About half of this was for British owners. The Cunard Company is said to have ordered 150 big freighters in the United States—a thing undreamed of before the war. The British government voluntarily relinquished the vessels it had building to the Shipping Board. In addition to the steel, our wooden shipbuilders were busy with 214,753 gross tons at the same time. The government also will take as many of these as it needs.

Seven hundred and four ships of about 2,254,014 gross tons are being furiously rushed to completion. That is almost three times the ocean tonnage we were building on December 1, 1915. Many of these vessels will be on the seas before long. They will have American flags rippling at their sterns with American guns and gunners beside them. The phenomenon discovers us with a greater fleet under construction than we had engaged in foreign trade at the end of June last year.

A comparison with the world-famous yards of England will tell you whether the United States has in this instance lived up to its reputation for resourcefulness. At the start of the war Great Britain practically stopped merchant ship construction to focus its energies on navy work. But the submarine crisis made cargo tonnage as important as dreadnoughts—perhaps more so.

You can kill a man just as effectually by starving him to death as by shooting him through the heart. That fact was the one on which Germany staked her fading hopes of world supremacy. By a magnificent effort the British yards have lately regained lost ground so that on March 31 they were building merchant ships at the rate of 1,000,000 tons a year, and it was estimated that they would have increased the rate to a million and three quarters by this month.

Back in 1913—one of those distant, curious years when there was no world conflict—Great Britain produced 1,788,977 tons of steam shipping, about 62 per cent of the world output. Thus we probably are building more tons annually than were launched in the British yards before the war.

Even this astonishing advance should not be taken as the measure of what the coming months will show. General Goethals declares that he expects to turn out 3,000,000 or more tons within the next 18 months. As soon as vessels now building are launched their places will be taken by the keels of the Fleet Corporation's standardized ships. Some doubt might be cast on these figures were it not that they came from the man who made it possible for liners to cross

mountains that had known only goat and donkey trails before—a man who deals with inexorable engineering facts.

Already our fleets have risen with the war tides until we have something like 8,750,000 gross tons of merchant ships. Last year the English tonnage was placed at 21,000,000; before the war Germany had 5,134,720 tons.

Our total is encouraging and misleading. The trouble is that only a small part of it is engaged in foreign trade. The figures include everything from Maine fishing boats to Lake Superior ore freighters. But 2,185,008 tons was engaged in oversea trade at the end of the 1916 fiscal year—and that was a hopeful increase over an ignominious past. Our ships represented 4 per cent of the tonnage that left American ports for other continents in 1914. The next

year our share rose to 8 per cent and last year it reached 11 per cent.

Our merchant ships should reach 12,000,000 tons within the next two years—allowing the increase in wooden vessels and the possible excess over the Goethals estimate of steel building to offset losses by torpedoes. In competition with countries that pet and encourage their yards by every artificial stimulant, we have at one leap reached the position where we shall be able to place on foreign routes after the war a greater tonnage than Germany had and to fortify ourselves in second place not only in regard to total tonnage but as to overseas traffic as well.

A shipping journal estimates that our vessels are now worth about a billion dollars and that we have approximately \$250,000,000 in shipbuilding plants. There is ground for the belief that this is too low.

No account has been taken here of the seized German ships because the government made it clear that they would be used during the war and that their disposition afterward would depend on the terms of peace.

Statements have been repeatedly made in British shipping circles that the Germans must make ton-for-ton restitution for ships torpedoed lawlessly. The Teutonic vessels would not go far toward replenishing this loss. According to the London *Economist*, the world tonnage available for merchant use at the end of 1916 was 24,000,000—a loss of 6,300,000 since the conflict started. M. Cels, a French deputy, estimated that 3,000,000 tons was lost during the first four months of 1917.

There probably is little foundation for the reports that the Germans are busy with merchant shipping. It is not likely that they are preparing for a doubtful future by building peaceful tramps when the country is developing a last desperate hope of starving the hated British Isles by the submarine weapon.

As the astute professor remarked, the United States has achieved a merchant marine overnight. While the figures that attest the fact may be uninteresting in themselves, the facts behind them are not. They tell a tale of the sea as engrossing as any the world has heard since the gaudy ships of Tyre dropped their silver anchors in the Aegean ports and delivered up articles of worth and folly to delight the white maidens of Greece.

Values of ships and freight rates have risen to unprecedented heights under pressure of the submarine ravages and war transportation demands. Ancient steamers backed into weed-grown harbors to rot have been roused from their reveries and towed out to be sold for more than their original costs. Forgotten wrecks have been dragged to deep water at enormous costs and their rheumatic engines put to work again. Schooners that had been shorn of their masts and condemned to a hopeless future as barges were dry-docked and given to the water again

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**W**HEN the shock of the world war came; when every vessel flying the German or Austrian flag was withdrawn from the seas; when half a thousand British ships were commandeered for military purposes; when grain and cotton and even manufactures were refused bottoms at our ports; when domestic stagnation followed and financial ruin threatened the tens of thousands of producers within our borders; when these things came to pass all because we had no merchant marine of our own, only then did the question become a personal matter at every fire-side on this continent. It touched the pocketbook of every American citizen and involved the prosperity and happiness of every American home.

BERNARD N. BAKER.

---



to enter on a second youth with lofty poles and snow-white canvas.

Such things wouldn't happen if the old wind-jammers couldn't make money. A canny Scot bought a decrepit square rigger for \$8,000 and cleared \$12,000 on her first voyage. An iron ship that sold for \$25,000 paid for herself and earned \$10,000 to boot on a single crossing.

The advent of war made the question one of ships at any price. Under the old dispensation, when a steamer could be built on the Clyde for two-thirds of her cost on the Delaware, the American builders were under a hopeless handicap. Mr. Bernard N. Baker, president of the Atlantic Transport Company, placed an order in 1901 for the duplication by Americans of vessels built in Belfast. For a boat that cost \$1,419, 120 in Ireland, the yard on this side the Atlantic charged \$1,846,800; and for two steamers that cost \$534,000 and \$486,000 abroad, the American builders were paid \$729,000 each. It was an open secret that the yard lost money on the order at that.

With war conditions in their favor, however, the Americans were soon receiving the lion's share of merchant orders. Furthermore they became skillful at the work so rapidly that by the end of 1915 improved methods equalized their rates with those of the British yards—bottoms for general cargo purposes being worth from \$55 to \$60 per dead weight ton in Britain while contracts were being placed in this country at \$54.50 and \$57.00.

Prices made no pretense of stopping there. Before the middle of this year our yards were asking \$200 a ton for an 8,000 ton freighter with delivery in twelve months.

Under such encouragement old yards redoubled their activities while new yards sprang into existence in New England, on the Great Lakes, along the Delaware and Chesapeake, around the Gulf coast, inside the Golden Gate, up the Columbia River and throughout the Puget Sound Country.

Vacant lots in Seattle that had been devoted to the doleful tin can became shipyards before the neighbors

realized what had happened. The national trait of doing a thing more quickly than the other fellow came into full play. A 10,000 ton steel steamer left the yard of

her nativity under her own power four months and three days after her keel was laid. Another builder cut the feat down to 90 days.

Every manner of new idea was given a hearing. The newspapers reported the incorporation in Maine of a \$10,000,000 company by means of which Simon Lake, submarine inventor, was to build 5,000 and 10,000 ton undersea freighters. The Emergency Fleet Corporation took up the task of constructing great fleets of 3,500-ton wooden ships. This increased the activities of yards near the Southern Pine belt and those with access to the 450,000,000 feet of the arrow-straight Douglas firs in the Northwest.

As a proof that the Emergency Fleet Corporation had settled grimly to the task of defeating the U-boats it was given out in June that already contracts had been let for 104 complete ships. Thirty-eight of them were to be of steel,

32 of steel and wood, and the rest of wood construction.

Apparently nations differ from men in that opportunity may knock twice at their doors. Once before the United States seized and developed a situation that finally gave her the supremacy of the seas. It was in the romantic fifties when our strapping young country sent out from Bath, Boston, New York, Philadelphia and the Chesapeake, towering clippers that thrust their graceful figureheads into the waterfront windows of every port under the sun. Their speed and carrying capacity gave them the cream of the cargoes—at one time British firms paid American ships twice the freight rates that vessels of their own nationality commanded.

Originally built at Baltimore—the clipper ship revolutionized marine construction. Until her coming designers were content with wide, blunt, ponderous hulls. The lines had changed little since the days when Noah built the ark—estimated at 15,000 tons gross burden.

Improving on the original form, such masters as Donald



The China in dock at Yokohama. This steamer was one of the old Pacific Mail fleet. When the Trans-Pacific liners were disposed of there was no crowding to bid in the China. She was getting along in years and had the name of being a coal glutton. Finally she went to a company of Chinese and Americans in San Francisco at what was considered a ridiculously high price even for war times. The China Mail Steamship Company operated this one liner which for a time was the only American steamer making regular sailings to the Orient. The China has made phenomenal profits for her owners.

# The Old Sailors

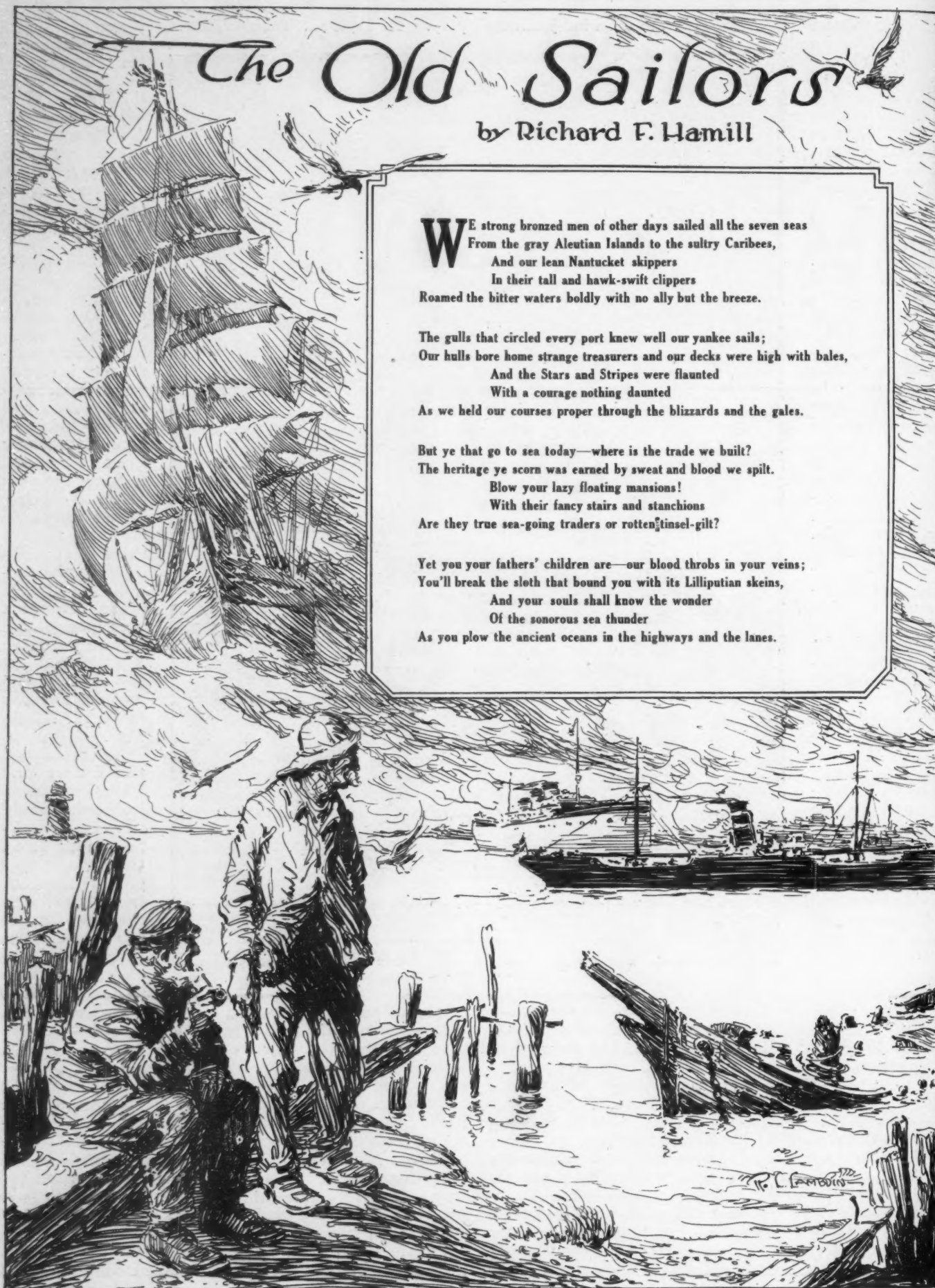
by Richard F. Hamill

**W**E strong bronzed men of other days sailed all the seven seas  
From the gray Aleutian Islands to the sultry Caribbees,  
And our lean Nantucket skippers  
In their tall and hawk-swift clippers  
Roamed the bitter waters boldly with no ally but the breeze.

The gulls that circled every port knew well our yankee sails;  
Our hulls bore home strange treasures and our decks were high with bales,  
And the Stars and Stripes were flaunted  
With a courage nothing daunted  
As we held our courses proper through the blizzards and the gales.

But ye that go to sea today—where is the trade we built?  
The heritage ye scorn was earned by sweat and blood we spilt.  
Blow your lazy floating mansions!  
With their fancy stairs and stanchions  
Are they true sea-going traders or rotten tinsel-gilt?

Yet you your fathers' children are—our blood throbs in your veins;  
You'll break the sloth that bound you with its Lilliputian skeins,  
And your souls shall know the wonder  
Of the sonorous sea thunder  
As you plow the ancient oceans in the highways and the lanes.





McKay studied the bodies of swift fish for better and finer hulls. They evolved a slender, long ship with a sharp, rising bow that still remains the wonder of the world so far as the ancient art of sailing is concerned. Such clippers as the "Stag Hound," the "Westward Ho" and the "Great Republic" were as beautiful as music. Their spread of sail—the "Great Republic" carried 35,000 yards—enabled them to accomplish voyages that are still marvelled at.

**C**APTAIN CREESY carried the "Flying Cloud" from Sandy Hook to the Golden Gate in 89 days. The record stands to this hour. Of the 209 clippers that sailed from Baltimore during the war of 1812, not one was captured by the British. A clipper ship—the Lightning—averaged 18½ knots for a 24-hour run—which means that she must have attained more than 20 knots an hour during spurts! The climax of the clipper's glory came between 1851 and 1856. By the former year American tonnage was 3,718,640 against 4,332,085 owned in the British Empire. But the clippers were doomed.

The British were finally successful in their experiments with steam and iron hulls—a combination that was at first considered fit for nothing but the scorn and ridicule of the queued and whiskered Yankee tar. Much of the tonnage was destroyed during the Civil War. Afterward our people, who had lived along the seashore and had naturally looked to the ocean, turned their back to the coasts and began to develop the riches of the great West. Ships were forgotten.

Thus the mighty clipper passed majestically into the silent haven of tradition.

In that Dark Age of American shipping between the close of the Civil War and the beginning of the present struggle, we didn't get a merchant marine because the people didn't demand it. They did not have the necessity before their eyes and being principally a nation of landmen they could not visualize it. When the European war burst upon the world they saw the shipping problem in the full force of its national significance.

Take Henry Brown, manager of a canning factory at Des Moines. On those rare occasions when he was forced to think of the matter at all, Brown was in the habit of observing that without a merchant marine we seemed to be worrying along pretty well. If there were no American ships there was plenty tonnage of other nationalities.

War broke out while Brown was complacently wandering about Europe. He finally got home on a cruiser. He slept on deck and was very thankful to eat anything that was given him. When he reached New York he found three carloads of his goods stacked on a Brooklyn dock covered with a soiled tarpaulin. The shipment should have gone to Buenos Aires a month before.

"No chance," his New York man told him, "German tonnage has disappeared. British steamers have been taken by the government."

"Aren't there any American steamers?" asked Brown. The New York man laughed.

Now Brown had been hugging the thought that the exporters of his country were going to step right in and capture a vast foreign trade that the warring nations were too busy to care for. There seemed to be a hitch somewhere. Brown made inquiries.

He found that at the beginning of the war there were just fifteen ships carrying the star-spangled banner engaged regularly in trans-oceanic trade. Fifteen! Some one told him that alien owners were being paid \$300,000,000 every year to carry our goods and that with the war rates this would be greatly increased. Regardless of who paid the freight, the shipowners got it. Brown happened to remember that this amount was more than the customs receipts of the government for 1914. He saw visions of what that amount of money would do for Des Moines and vicinity if it were intelligently invested.

Certainly there were American-owned ships under British

registry. But the admiralty could commandeer them and their earnings would be subject to the heavy British war taxes.

Brown gradually approached the conclusion that he was a citizen of the world instead of being merely an inhabitant of his home town. Untoward events soon confirmed all his suspicions. In the fall of 1914 his warehouse choked to the rafters with cans of food that the people of the world were anxious to buy. On some of the farms harvested grain was rotting in the fields. Why?

Well, elevators couldn't take the wheat. Why not? Because the railroad yards were glutted with freight and had issued embargoes. How did it happen that transportation was paralyzed? There were no ships to take away freight that was piling up along the seaboard. Why were there no ships? Because the United States had been unwise enough to depend on the shipping of other nations and as soon as the crisis arose the vessels were taken away.

To think that Bill Smith out in Iowa should lose his wheat crop because there was a war in Europe!

Pursuing his illuminating studies, Brown discovered that since foreign countries put a lot of money into their ships, they were naturally used to further the interests of those nations without regard to the needs of the United States. He found that it was just as necessary for us to have ships as it was for him to have a dray wagon.

Brown saw that we were impotent to supply foreign markets that were fairly hungry for our products. In most instances our prospective customers might as well have been on Saturn. We had the goods—but we couldn't deliver them. The United States—greater industrial potentiality than the world had ever before seen—was hemmed in by its folly like a toad in a well.

Charles M. Schwab said recently:

"So long as the war lasts . . . nothing will prevent a tremendous increase in the American merchant marine.

"The real point, however, is that if present dues, wages, and other restrictions upon vessels flying the American flag, prevail after the war, American owners will again transfer their vessels to foreign registry. Successful ship-operating is dependent wholly upon the ability of American registered ships to compete with foreign bottoms. When the wage item alone costs, under ordinary conditions, in the neighborhood of 40 per cent more than British or Norwegian owned vessels, it is not difficult to see the outcome of the competition."

Freight rates have doubled themselves faster than measuring worms since the fight started. It costs seven cents to carry a pound of American copper to Italy—four cents freight and three cents insurance. Italians are paying 37 cents for a pound of the metal, which is almost as much as an ounce of silver cost a little while since.

**P**EACE, probably, will see a dizzy drop in ocean freight rates. Under our impossible restrictions American ships will be unable to compete with those of other nations and they will go again to foreign registry where they find a fair footing with their adversaries. A report of the United States Commissioner of Navigation says that until recently American owned ships under foreign flags were about equal in tonnage to the ships we had in foreign trade.

Certain factors such as oil fuel and internal combustion engines may help the high-priced American sailor to hold his own. But this will not be sufficient. Conditions must be made more nearly equal.

The war has given the United States a magnificent merchant marine. It is either on the ways or in the water. Sentiment aside, the retention of this tonnage for the use of American producers—whether they are farmers or manufacturers—is an absolute necessity. We are going to lose it unless our laws at least give the American ship a fighting chance against her subsidized enemies.

What will posterity say if we throw away the second time this lordly heritage of the sea that the gods have forced into our hands?

# British Business In War's Crucible

## Some Sign-Posts in England's Experience by Which the As- tute American May Read Coming Events at Home

PARLIAMENT was in session when war began on August 4, 1914, but the British executive department did not have to wait for the legislature to act. The executive branch is the cabinet, and the cabinet and the House of Commons are pretty intimately bound together. Consequently, the executive took no great chance of embarrassment when it made such haste that Parliament in some instances was a month and a half in giving the cabinet's orders complete sanction in statutes. In at least one case, when an order in council declared that copper held for trial in the prize courts could be requisitioned by the government without awaiting the court's decision, the courts declared that the executive department had exceeded the power it had under the statutes.

On August 1 private use of wireless in British waters had been prohibited; on August 2 all aeroplanes had been ordered to stay on the ground and payment of bills of exchange was postponed for a month; and on August 3 the naval reserves were called out, the admiralty authorized to requisition merchant ships, exportation of war-like stores was forbidden, and the succeeding three days were declared "bank holidays,"—*dies non* before the law and in business. As the German government had not responded at midnight on August 4 to England's demand for assurances that the neutrality of Belgium would be respected, England announced that a state of war had existed as from an hour before midnight and that it felt "bound to take all steps in its power to uphold that neutrality and the observance of a treaty to which Germany was as much a party as Great Britain."

"Defense of the realm" is a resounding phrase that evokes memories in England. Some of the Defense Acts still in force date back to 1842. Defense of the realm now stands for a great congeries of activities which focus into the one purpose of success in war.

For the defense of the realm some provision was made even before the momentous events of August 4. During the remainder of August and in the months that followed, these provisions multiplied in forms that changed with every new exigency. A mere statement of the statutes and the regulations which exercise the authority conferred in the statutes now runs to a hundred pages of fine print.

Being limited by no constitutional restriction about delegating legislative power, and having no restriction through existence of legislative powers in other bodies, Parliament authorized the king in council "to issue regulations for securing the public safety and the defense of the realm," and fix the penalties for violations.

THE first statute of September, 1914, has had extensions. As it now stands it is a source for regulations dealing with occupation of land and buildings for military and naval purposes; clearance of areas of all ordinary inhabitants; requisition of war materials and factories; concentration in the government of all transactions in war materials, and housing of munitions workers in any premises which happen to be unoccupied; maintenance of food supplies with details that range from public provision for cultivation of unoccupied land to the price of milk and the keeping of pigs; concentration of private investments in foreign securities which could be used by the government to prevent foreign exchange from becoming ruinously adverse; re-



striction of holidays, fairs, and fox hunting; control of coal mines, canals, railways, and the manner of their use, such as the expedition with which freight is to be loaded and unloaded; collection and communication of information which may have a military significance and even prohibition of private possession of carrier pigeons; maintenance of the working forces of munitions factories; and many other matters which affect the ability of the nation to support a great war.

These provisions contravene in one way and another many of the private rights in property which Englishmen traditionally coveted. Public authorities may not only cut trees on lands they occupy, thus committing "waste" which long has been sufficient for recovery of damages in the courts, but they may enter parks and cut ancient forests, and they may close paths and roads in using which the courts have upheld the commonalty against the landed aristocracy from time out of mind.

NOT only rights but sentiment falls before the needs of defense of the realm. This spring, the amount of food used by dogs came under scrutiny, and masters of hounds from the famous hunting districts assembled in London and planned for the slaughter of dogs of high and low estate, except a nucleus from which in less stern times the kennels might be replenished. As the foxes were making their usual depredations, they too were shot in the interest of the food supply, although as was said in the House of Commons "nothing so goes to the heart of a sportsman as to shoot a fox." The grouse and deer of Scotland also, if they injure crops or waste pasturage, may be killed.

The countryside is not alone in feeling the force of the regulations. All shops must close at eight o'clock in the evening during the winter. No lights may be shown which would be visible from the sea. Whistling for cabs after ten o'clock is obsolete by order of the Secretary of State. Restrictions upon the use of gasoline have pretty well cleared the roads of motor cars for a revival of the bicycle, which bids fair to return to its vogue of twenty years ago. If a citizen hires a motor car to visit a friend who is dangerously ill,—one of the five purposes for which a car may be hired,—he must supply himself with a certificate regarding the extreme condition of the patient, and if he comes within the favored few that are permitted to run their own cars he must place on the headlights a special dimming arrangement designed by the Secretary of State and consisting of an opaque substance with six half-inch holes. Lights that might show a mark to a hostile aviator are serious things; "sky signs" long ago disappeared, and now in the interest of economy in fuel even the lights in the entrances of theatres have come under the ban, since May 28, at the instance of the Coal Controller.

Lights, motor cars, and the like are, of course, but conveniences. More essential things come within the regulations. In all industries priority must be given to work under contracts from the Admiralty, the War Office, the Minister of Munitions, and the Board of Trade for construction and repair of merchant vessels, together with similar orders placed by allied governments. Second priority is due to repair of industrial machinery, maintenance of supplies for war purposes, and export orders.



Besides, ordinary industries are restricted in their employment of men over 18 years of age. Since last July the building trades may not take into their employ a man who is between 18 and 61 years of age, and for any construction, alteration, repair, or decoration exceeding a cost of \$2,500 a permit is required from the Minister of Munitions.

The king in council is a fiction. Orders in council which exercise the authority delegated by Parliament really originate with the cabinet, and the cabinet is in effect an executive committee of the legislature. The substance of orders is usually formulated by a committee representing the departments most interested, the cabinet reaches its decision, and three officers of the Privy council make the order official. For all practical purposes the exercise of the royal prerogative lies with the cabinet.

The cabinet is always selected from the leading members of the two houses of Parliament. Of necessity they are men who command the support of the House of Commons, for when they fail in that support they go out of office. Because of the degrees of importance of the offices, it is a little difficult to state the exact number of the present cabinet but it is usually placed at thirty-three; if all the officials who would go out of office upon a change of ministry are reckoned, the number is seventy.

When the war began the Liberals were in power, with Asquith as prime minister. On May 25, 1915, however, a coalition cabinet with Asquith as leader was formed and continued in power until December 5, 1916. Then the present cabinet, a second coalition, but with Lloyd George as prime minister, came into existence.

When the second coalition cabinet was formed, however, the difficulty of conducting a war with a large cabinet was recognized, and the five principal members became a War Cabinet,—the Prime Minister, the Chancellor of the Exchequer, the Lord President of the Council, a cabinet member who is without portfolio but represents labor, and another cabinet member who is without definite office and who has had experience in finance and colonial government. Thus the cabinet, as the executive committee of Parliament, obtained an executive committee of its own, and a committee with plenary executive powers. Many of the leading statesmen who hold most important offices, and have very high reputations, are not in this War Cabinet, and the men in this select group include members who have risen otherwise than through success in Parliament. This is a development which applies in large measure to the rest of the cabinet, too; for there are a goodly number of experts who have been placed in office because of the ability they have displayed in business enterprise. A student of the British constitution declares that "access has been lavishly opened to men who have displayed talent, capacity, and character outside the sphere of parliamentary life."

Statutes dealing expressly with defense of the realm form only a chapter in the special legislation which has come upon the statute books in three years. One body of these laws and their accompanying regulations makes a separate financial code. Some of this legislation which eased the hard transition of a great trading nation and the world's greatest money market from conditions of peace to the circumstances of war has largely served its purpose. Other provisions husband financial strength and utilize it in war. New investments can be made abroad only under exceptional circumstances which assure national advantage and new domestic enterprises may not be

financed without approval of the Treasury. Conservation of financial resources has made possible not only the great expenditure England has made on its own account, but loans to its dominions and its allies which now aggregate four and a half billion dollars; altogether it had found the means for a total expenditure of \$21,000,000,000 since August, 1914.

Control of trade in merchandise has gone with control of investment, and partly for the same purpose—prevention of foreign purchases which are not really needed and substitution of England's best goods for gold in paying the high bills run up abroad for essential materials. There have been other purposes also, such as conservation in England of war materials, and provision against resources of the British empire finding their way through neutral countries to the enemy, but endeavor toward regaining an international economic balance has been important.

Intervention in the trade of a country which in 1913 had a value of \$6,500,000,000 is not a light task. The Foreign Office in 1916 had a War Trade Department; with a staff of 700 employees. Issue of licenses for export occupied the attention of 450 employees; gathering trade intelligence kept another group busy; and keeping the statistics of the countries of northern Europe that England had placed on "rations"—a part of the scheme of blockade—required a staff of 170. Out on the seas, of course, the navy watched the rationing; since the war began British naval vessels have examined about 26,000 vessels.

The activities of the Foreign Office are but a part of the scheme. The War Office, and the Ministry of Munitions, too, have their part in the economic scheme. For instance, the War Office in its control of the use of wool, gives preferences to manufacturers who make cloth for export, and the Ministry of Munitions adds its help, by assisting in supplying labor and by giving orders for export first priority.

THE import side of trade is even more closely scrutinized, that England may waste none of her substance in baubles and may put each cubic foot of space in incoming vessels to most important use. There is now a department of import restrictions, from which licences must be obtained before an article appearing on long lists is brought in. Very often the issue of a license turns upon a kind of national bookkeeping, in which an estimate of absolute requirements is a credit against which every inbound shipment is carefully debited.

For one reason and another some imports have got into the hands of royal commissions. Soon after the war began public opinion had a temporary flurry over stories that German sugar was finding its way to England. The upshot was the Sugar Supplies Royal Commission, with powers not only of inquiry but of purchase, sale, and control on behalf of the government. This commission sees to the importing of sugar, and its distribution. Housewives have to watch their use of sugar, and this year when they were allowed a little for making jam they had to make formal application before a date, inclosing a stamped envelope. Manufacturers are this year allowed but 40 per cent of the sugar they used in 1915.

Other imports in the course of time have come under the control of royal commissions. There are commissions for grain, paper and pulp, and timber. Such a commission has a very real task. Last year 6,400,000 tons of timber were imported—2,000,000 for use in mining operations and most of the balance for military pur-

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THE war body in England now has control over the occupation of land and buildings for military and naval purposes;

Clearance of areas of all ordinary inhabitants;  
Requisition of war materials and factories;  
Concentration in the government of all transactions in war materials, and housing of munitions workers in any premises which happen to be unoccupied;  
Maintenance of food supplies, with details that range from public provision for cultivation of unoccupied land to the price of milk and the keeping of pigs;  
Concentration of private investments in foreign securities which could be used by the government to prevent foreign exchange from becoming ruinously adverse;

Restriction of holidays, fairs, and fox hunting.  
Control of coal mines, canals, railways, and the manner of their use, such as the expedition with which freight is to be loaded and unloaded;  
Collection and communication of information which may have a military significance and even prohibition of private possession of carrier pigeons.

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poses both in the United Kingdom and the trenches.

England's present policy of preventing British subjects from touching in trade anything that has an "enemy taint" has been a matter of growth. In August of the first year of the war no objection was made to dealing with German firms in neutral countries. The first prohibitions were largely of a sort that would prevent situations England had known in by-gone days, when British manufacturers had furnished cloth for the uniforms of opposing troops. Trading with enemy concerns' branches in China was not forbidden until June, 1915. The law which authorized proclamations prohibiting dealings with persons in neutral countries if they are of enemy nationality or associations—the genesis of the lists later known as blacklists—was not enacted until December, 1915.

**B**USINESS interests held in the United Kingdom by persons whom the war made enemies were extensive. In September of the first year receivers were authorized for the conduct of such of these businesses as were needed in the public interest. In November a custodian of enemy property was given power to receive payments that were due to enemies. In January, 1916, means were provided to liquidate concerns which had been conducted mainly on behalf of enemies or under their control.

This legislation embodies one of the great principles of Anglo-Saxon law, since it extends even to an enemy the idea that in the absence of a party in interest property should not be confiscated. Of course, there is another purpose, too—protection of creditors.

The results of the legislation appear in a report which the custodian made this year in May. He had reports from 35,000 persons who had in their possession or control property belonging to enemies. He had actually received from such persons property valued at \$60,000,000, and he had \$10,000,000 more derived from liquidation of enemy business.

This report dealt with another side of the business situation resulting from war, for it showed

that 40,000 British subjects had registered with the custodian claims for property within enemy control.

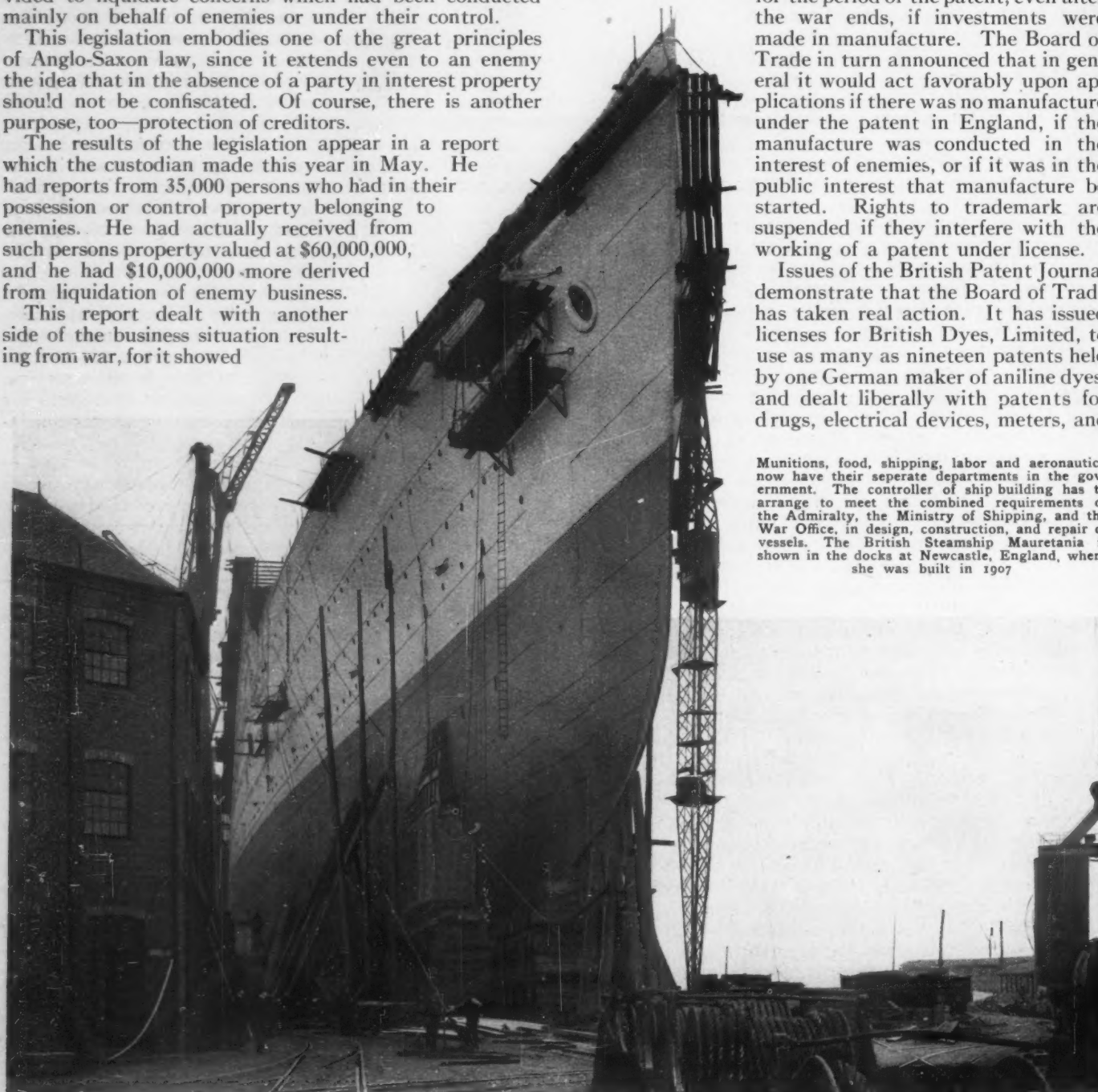
The intricacies of international trade naturally raised out of this legislation some cases for the courts. A German citizen who departed from England in 1915 under a permit left behind an irrevocable power of attorney for the sale of his London residence. As the agent proceeded through a sale at public auction, a loyal British subject unwittingly found himself under contract to carry out a transaction which was clearly "on behalf of an enemy subject." The Court of Appeals, however, has very recently held that the transaction will not violate the law regarding trade with the enemy, because it does not involve *intercourse*. The purchase price will probably find its way into the hands of the custodian of enemy property.

Patents and trademarks have a great role in modern industry, and accordingly have had attention. Russia confiscated Russian patent rights held by enemy subjects, and Germany retaliated in kind. Within a month of the beginning of war the British Board of Trade was authorized to grant licenses for the use of patent rights held by enemies, upon a royalty of five per cent, to be continued

for the period of the patent, even after the war ends, if investments were made in manufacture. The Board of Trade in turn announced that in general it would act favorably upon applications if there was no manufacture under the patent in England, if the manufacture was conducted in the interest of enemies, or if it was in the public interest that manufacture be started. Rights to trademark are suspended if they interfere with the working of a patent under license.

Issues of the British Patent Journal demonstrate that the Board of Trade has taken real action. It has issued licenses for British Dyes, Limited, to use as many as nineteen patents held by one German maker of aniline dyes, and dealt liberally with patents for drugs, electrical devices, meters, and

Munitions, food, shipping, labor and aeronautics now have their separate departments in the government. The controller of ship building has to arrange to meet the combined requirements of the Admiralty, the Ministry of Shipping, and the War Office, in design, construction, and repair of vessels. The British Steamship *Mauretania* is shown in the docks at Newcastle, England, where she was built in 1907





other products in which industrial Germany specialized.

Some hardships have resulted in unintended ways. An American inventor had sold his European rights to a German concern, and as yet had not received complete payment. The German firm held a British patent. The courts concluded that a licensee of the British Board of Trade had the exclusive right to manufacture in England, thus leaving the American in such a situation that he could not use his own device in England.

The beginning of the war at once brought railway transportation under government control—a control exercised however, through the Railway Executive Committee which was nothing else than a board of the general managers of the roads. Canals also came under control. In time there was a commission under the title of the Port and Transit Executive, with a duty to regulate traffic in such a way as to avoid congestion at the ports.

Industry was not so obviously necessary to war as transportation. By November of the first year, however, ammunition supplies were found not so ample as they might be. Later, when the weight of metal was perceived to be a determining factor in land warfare, and England undertook to surpass the central powers' output of 8,000,000 shells a month, industry sprang to the fore.

Industrial concentration and industrial development for war has led to new government departments. Munitions, food, shipping, labor, and aeronautics now have their separate departments in the government. Big things have been accomplished, too. Forty-five thousand skilled workmen were brought back from the trenches to their machines. In October, 1916, something like 933,000 women had directly replaced men at their tasks, and 314,000 were in industrial occupations of which a good share concerned the munitions of war. One munitions factory is said to employ thirty-six thousand persons.

This organization of industry for war is many-sided. It includes control of coal mines, control of materials, control of transportation, control of wages, control of proprietors' profits. Four thousand or more establishments are in the "controlled" class.

The control centers in the Ministry of Munitions. The Munitions Act of 1915 began by making an awful any strike or lockout in essential industries unless the proper authorities had delayed for more than three weeks in arranging arbitration. It went on to authorize designation of these establishments as "controlled"—i. e., both as to their labor conditions and as to their profits, the latter being generally limited to 120 per cent of the average before the war, any excess going to the government. Finally, special munitions tribunals, with representation of workmen, employers, and government, were created to deal with various matters, such as administration of the provision that a workman who left a munition plant without a proper certificate could not be employed elsewhere for six weeks.

Under this scheme the unions have done away with restrictions on output, and payment of workmen by results has been inaugurated. In some shipyards output has increased by 20, 30, and even 40 per cent.

The Admiralty, the Army Council, or the Minister of Munitions may begin by compelling disclosure of any invention or process that would aid in conducting war and may proceed by requisitioning materials and equipment. In dealing with materials the government may bring all war supplies within its purview, by allowing purchase and sale only under permit, or it may merely forbid sales which might be speculative, by permitting only transactions in which the purchaser is an actual consumer. Metals especially have in this way been brought under regulation.

Shipping has a separate department in the cabinet, and this spring a Controller of Shipbuilding was appointed, on May 14, 1917. This official has to arrange to meet the combined requirements of the Admiralty, the Ministry of Shipping, and the War Office in design, construction, and repair of vessels.

ACTIVITIES in shipbuilding are apparent from the staff of this new official. He has 2,000 persons under his direction. There is a director of naval construction, a deputy controller of auxiliary shipbuilding, and a deputy controller of docks and shipbuilding and subordinate directors.

Quarters for administrative staffs are becoming as scarce in London as in Washington. The necessities of the Controller of Shipbuilding have led to use of Kensington Museum for office room. Hotels have been taken for offices until accommodations for guests have been brought to a minimum. Some clubs have been taken for offices. There is now discussion of requisition of the office quarters of business concerns.

Almost every administrative function is in the hands of a controller. But for almost all activities there are committees which are advisory and sometimes *quasi-judicial*. The committee which advises about firms which should be liquidated because of an enemy interest holds hearings, at which arguments are presented. When the Admiralty was first authorized to requisition merchant ships, on August 3, 1914, an arbitration board was simultaneously created—9 representatives of the government,

14 shipowners, 3 bankers, 6 underwriters, 5 representatives of marine insurance companies, 4 insurance brokers, and 6 average adjusters.

Committees created subsequently have not usually been so large, but in January, 1917, there were well over a hundred of them. They dealt with all manner of subjects—agriculture, alcohol for industrial purposes, bleaching powder, retail coal prices, American-dollar securities, appeals regarding the excess profits tax, and even included a body of 60 members of Parliament who went on the stump and exhorted workers everywhere to increase output.

The position of British industry and trade after the war engages the attention of a central committee and special committees on financing trade, commercial education, the coal trade, electrical trades, engineering and steel industries, and textiles.

Recognizing that enforcement of the regulations for defense of the realm would cause private loss in some directions, the government created a royal commission to investigate and report. Last September this commission reported it had dealt with 1,094 applications for a total of \$3,250,000. It granted \$1,380,000, selecting those cases in which a business had been subjected to direct and particular interference.

The voluntary organizations, such as the Red Cross Joint War Committee with its departments of hospitals, central prisoners of war, inquiries for missing and wounded men, etc., ten committees devoted to assisting Belgians, and altogether a total of seventy or more, are likewise coordinated and regulated under a director-general.

Last December Mr. Asquith said in the House of Commons, "That there has been no breakdown in the performance of a task so unprecedented reflects the greatest credit on the departments, and not only on them, but I wish to add this, upon the members of the various committees who have assisted in their work—committees composed wholly of volunteers, the greatest experts in the different industries and vocations in the country, who have given unstintingly of their time and of their energy to the public, without notoriety and without reward."

# Saving the Yield of the War Gardens

Ma and the Girls, Assisted by the Government, Help the Food Situation by Grimly Attacking the Task of Canning the Abundant Harvests from the Vacant Lots

By J. WAINWRIGHT EVANS

OLD MOTHER NATURE has our note for sixty days; and it isn't just a scrap of paper, either. For if we can't establish an emergency canning industry before the note falls due, back into the ground it came from goes the biggest lot of garden truck that this nation of a hundred million has ever grown in a single season. If we step lively we may save half of it. If we don't, the apostles of the big garden, from Mr. Houston of Washington to Mr. Smith of Podunk, might as well have saved their breath. We have planted at least 500 per cent more garden seed than we did in 1916; and we've had rain till we're waterlogged; and most of that 500 per cent increase is going to multiply and replenish the earth. But, as Mr. Kipling says, "costly—perishable—fragile—immediate; that's me"—and the question now before the house is "What are we going to do about it?"

It would take a bold prophet to predict all that we shall do—and, alas, the mountainous total that we shan't do, but it is comparatively easy to show how diligently we are reading the handwriting on the wall right now. Most of the country has only a vague idea about the canning problem—which is that the newspapers all say it's there. Most of the country is not as yet aware of having reacted to the situation. It wasn't aware that it was reacting to the garden situation either; but it did it, nevertheless. The only men who know that there is really something happening to the canning problem are the men who are pushing the idea—just as it was only the seed men who at first clearly saw the reaction to the garden campaign.

Possibly the thing that first impresses one investigating the canning situation is the devotion and enthusiasm shown by the people who are engaged in the work of boosting home and municipal canning. They go at their job like a lot of inspired missionaries.

O. H. Benson, in charge of the club canning work of the Federal Department of Agriculture, says, "We are going to have canning demonstrators in every state in the Union, one for every agricultural county in the country, before the summer is over. There is no success without efficient leadership. That is our job—to furnish the leaders. If you had gone to the basement instead of taking the elevator to my office you would have seen fifteen of these future leaders hard at work. Others are be-

ing trained through State Agricultural Colleges and other agencies. We are training two hundred new demonstrators at the present time and we will say to them 'now, go and multiply your efficiency by one hundred'—and it will be done. Each demonstrator in a given field will organize boys and girls, not in clubs, at first, but as other demonstrators. The best way to teach Tommy or Mary

Jones that he or she can do effective canning work is by having their playmate Billy Taylor give a demonstration of his canning ability at the county fair. If the Government agent from the Agricultural Department demonstrated in the same way, Tommy and Mary would probably say,—"Oh, of course, she ought to know how!"

The Department and the state agricultural colleges, have, in the boys' and girls' clubs more than 300,000 members. These boys and girls, together with vast additional numbers, will form the Army of the Commissary; they are to be recruited, notified of their acceptance and awarded honors for their services, in the form of a certificate, a medal, or both, to be designed and planned by Mr. Benson in conjunction with Mr. Hoover's food conservation office. There is no mistaking the serious purpose of the movement and no boy or girl receiving the call can fail to realize that here is an opportunity to serve.

The state agricultural college is in the thick of the fray and proving a busy and effective instrument in the national scheme for food conservation. Here, for instance, is what happened when I went to Manhattan, Kansas, along toward the end of May to see what turn the work was taking at the Kansas State Agricultural College, and this is typical of

other agricultural colleges throughout the country. I found Otis E. Hall, who is kept there by the United States Government and the State of Kansas to spread the gospel of canning, trying to answer 163 letters of inquiry on the subject that had reached him in a single mail. The total for the day was 240.

"It isn't a question of boosting this thing any longer," he said with a gesture of despair. "We're swamped; and so far as I can see, this is just a beginning. But we're not grumbling, mind you; we're just thanking God and putting our shoulders to the wheel. It's great, man! it's great!" And as he eyed that appalling stack of unanswered correspondence, he rubbed his hands over it as if it had been a



Scientific home canning is being taught to more than 300,000 boys and girls in the clubs organized by the government and the state agricultural colleges



pile of ducats. "I went to Wichita last week to give canning demonstrations," he went on. "The first hall they put me in was packed to the doors; so the second day I moved to a bigger one. That one overflowed too; so I took a third, still bigger, and filled that. How I hated to leave that town! The result there was 200 members for the Mother-Daughter Canning Club (I'll tell you what that is in a minute; the idea is spreading over the country like wild-fire). We have 160 members of the Mother-Daughter Club here in Manhattan; and hundreds are clamoring to get in, here and in scores of towns, not only in this but in other states. We've got the most right now of any state in the Union, but Washington is close on our heels, and we have to hustle for our honors.

"And you ought to see the calls for our bulletin. I recently ordered 50,000 copies of it, thinking it would be plenty; but at the rate they are melting away I see the finish of that pile within sixty days. We keep four girls busy handling the mailing lists."

"How about this Mother-Daughter system?" I reminded him.

"That," he said, "is one of those things that are so simple that nobody thinks of them—like the apple that fell on Newton's head,—only we can the apple. The idea was suggested first by O. H. Benson, of the United States Department of Agriculture. I was the first man to try to work it. I started a Mother-Daughter Club in Leavenworth County, Kansas; and the result last year was that the fifty-eight women in that Glenwood Club canned 11,000 quarts, and took the national prize for canning awarded by the Department of Agriculture.

"The Mother-Daughter clubs are each made up of five or more teams, each team having in it an older woman and a younger member who may be a boy or a girl under eighteen. The Senior Member, as she is called, may hitch up either with her own son or daughter, or, if she has none available, she can borrow one from a neighbor. When five teams are organized into a club, we send them a demonstrator free of charge to show them how to can by the cold-pack method; and you ought to see them go after it

when they once grasp the simplicity, speed and certainty of that process with either fruit, vegetables or meat.

"Every member of the club has to can at least 25 quarts the first season, and every team must produce 25 quarts of fruit and 25 of vegetables. Each senior member is under obligations to help and encourage and train her junior partner.

"The idea is proving immensely popular everywhere. In Kansas, for example, there were seven Mother-

Daughter clubs last winter. The number has now jumped to a hundred, with prospects of two hundred before the season closes."

All this is typical of what is being done in other states. The University of Illinois, for instance, has received during the last six weeks 5,709 letters of inquiry relating directly or indirectly to the question of food conservation. The call for canning demonstrations has grown so great that the extension staff can no longer cope with it, and is now enlisting the voluntary assistance of housekeepers who have had two or three years experience with the cold-pack process of canning. Thus these women are given an extraordinary fine opportunity to perform a patriotic service, and the pressure on the

University is greatly reduced.

Mimeographed letters are sent out at short intervals telling how to can vegetables and fruits then in season. A short selection from one of these letters will show how this part of the work is done, and how effective and concrete it is:

"Because of the enormous rise in the price of tinned foods each individual housekeeper will find it largely to her advantage wherever possible to have her own kitchen garden and to can, preserve, pickle, or otherwise conserve the products she has been accustomed to buy for a few cents at the grocery. To-day's prices are: Tomatoes 20 cents a can, peas 20 cents, corn 15 cents, beans 20 cents and 25 cents. The home grown product can be put in glass at prices ranging from 4 to 8 cents a quart. The glass jars can be used several years."

The University of Minnesota is another place where the whole system of a food drive has been organized with farsighted thoroughness. A plan has been worked

**H**APPY, careless, wasteful Americans! Will the necessities of the great war make us realize the enormity of our sins against home economy?

The Department of Agriculture estimates that if each of our 20,000,000 families throws away an ordinary slice of bread daily, the country's waste for twenty-four hours is 875,000 pounds of flour, or over a million one-pound loaves. At this rate we would destroy yearly 1,500,000 barrels of flour or enough for 365,000,000 loaves of bread.

It would take the yield of 470,000 good western acres to provide for this great annual crime.

If every family empties into the garbage pail an ounce of edible meat or fat daily it means that the nation suffers a loss of 1,250,000 pounds, or 456,000,000 pounds for the year.

Many kitchens commit this daily waste. Is yours one of them?—Editor.



"Happy, careless, wasteful Americans! Will the necessities of the great war make us realize the enormity of our sins against home economy?"

out there that will enlist thousands of housewives under the direction of local leaders. The state of Minnesota has nearly 200 schools equipped to teach home economics, and these are being utilized for the training of demonstrators. Last year three thousand boys and girls entered the garden and canning contests in Minnesota. This year the number probably will be doubled. Fifty thousand farmers' wives have already received the canning bulletin put out by the university; and hundreds of requests continued to pour in, many of them from people who are now trying their hand at gardening and canning for the first time.

**I**T is the cold-pack method of canning, perfected within the last few years by the United States Department of Agriculture, that has made possible the big home and municipal canning campaign that is now sweeping the country.

It cannot be too strongly emphasized that the cold-pack method is as easy as canning can be made. The woman who wants to can some string beans nowadays puts the beans in a muslin bag, boils them five minutes, plunges them from the boiling water for two or three seconds into cold water, packs them cold into a jar or can, pours in boiling water to nearly fill the jar, adds a bit of salt, screws down the top loosely, boils the can for a couple of hours submerged in the wash-boiler, and finally screws down the top tight. That's all there is to it. The same process, with slight variations, applies to everything, fruit, vegetables or meat; only in the case of fruit the boiling period is very short. If a steam pressure apparatus is used, the time taken for boiling can be cut in two. A good steam pressure apparatus can be had for four or five dollars. Thus vegetable and meat canning is made easy and certain, and fruit canning becomes a mere bagatelle, as compared with what it used to be.

It is the cold-pack method that has revolutionized canning; and the men at Manhattan, Kansas, have just made another discovery which is likely to work as big a revolution in the conserving of food; they have found a new way to dry fruit and vegetables. By the old method of drying, it took three days to dry a batch of fruit or vegetables; but by this new method it is possible to dry three batches in one day. A bulletin is now being issued describing the process in detail. The apparatus, which may be made at home at a cost of four or five dollars, consists of a box not unlike a cold-frame. It had a window-sash for a top, and below the window sash a tray made of a sheet of muslin tacked on a frame. Below the muslin tray is an incubator lamp; above it a few vent holes. Suppose you want to dry some spinach leaves. You gather a batch in the garden, clean them, put them on the muslin tray, and light the incubator lamp. The sun comes down from above and dries the leaves; and the blast of hot air from the incubator lamp comes from below and dries them. Result in a few hours, dried spinach that you can hardly tell from the fresh article when you cook it.

It calls for no great skill, no great expense, and it will save practically every preservable ounce of food. The

experiment has been extended to the use of various paraffin covered pasteboard containers, in which dried foods will keep indefinitely.

"We must make the most of this thing," said Dr. H. J. Waters, President of the Agricultural College at Manhattan, when I questioned him. "Our difficulty now lies, not in the garden question but the conserving question. We shall probably lose at least half our garden crop this year for lack of canning facilities. The canning question is a serious one, not merely because thousands of American homes are not used to doing their own canning, and not merely because municipal canneries are few; but also because the shortage of tin is going to make suitable containers hard to get. But here is a way out, whether we solve the container problem and the general canning problem to our satisfaction or not. We should make immediate preparations to dry corn, early potatoes and unmarketable fruits of all sorts. Many vegetables are improved by drying; and I have eaten dishes made from dried fruit fit for a king.

"As for the canning question, I think that is a thing that should be carried through by every community. Housewives are too busy to do canning on the scale we need. Every medium-sized town needs as many as three or four municipal canneries, which could be put in at a cost of about \$200 apiece. One of these could be placed in the high school, another in the grade school, and the others wherever it seemed best. The teachers of domestic science could take charge of the work in the schools, and the girls could all volunteer to do their bit. Material could be brought in from farms and gardens by the Boy Scouts, many of whom have the use of automobiles. It could be managed so as to make no profit, or it could be allowed to make a profit for the Red Cross.

"Our economic purpose should be to live on home produced food, so that all standard commercial products may, as far as possible, be shipped to Europe. We can do it if we will, and if we have local leaders to push the idea. An example of what I mean is to be found in Chapman, Kansas, where the county school has a greenhouse and hot beds. When the food drive began, the school undertook to furnish free tomato plants, and placed eighty thousand of them with boys and girls in tomato canning clubs. And now they have established canning plants to take care of the crop."

**T**OPEKA has come into the field through its chamber of commerce, in an effort to start a movement toward municipal canning. A small private plant has been started by a small group of business men, at a cost of \$3,500. It will have a capacity of 40,000 for the season.

The new plant will probably use glass and will do private canning at a figure sufficient to cover the cost. It is not intended that it shall make money, but simply as a way for a few enterprising business men to do their bit. It is estimated that the cost for labor will be about two cents a can, to which will have to be added the cost of fuel, machinery, etc. The total cost a can will probably amount to about eleven cents.

Community canning presents such (Concluded on page 21)

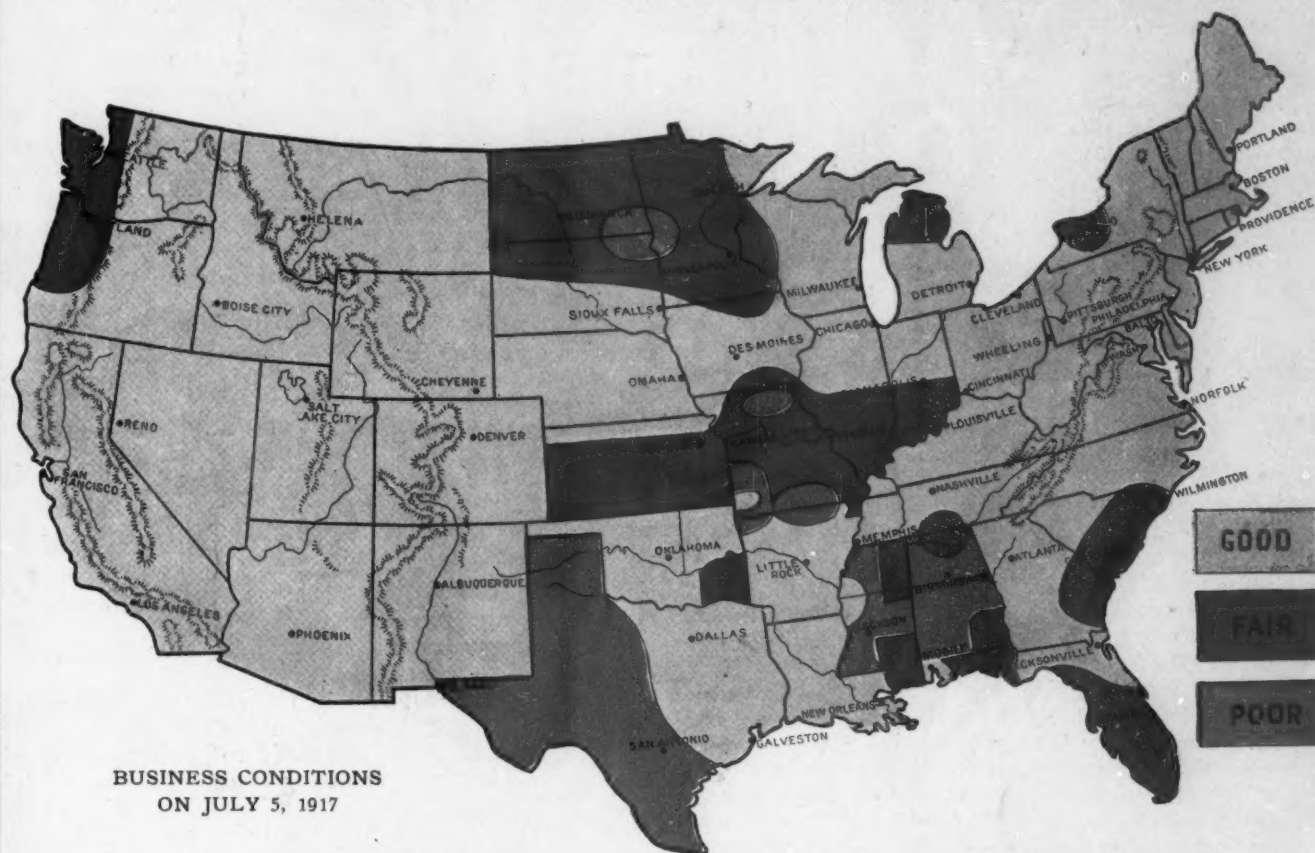




# Now Crops Wait on Rain, and Business on Both

By ARCHER WALL DOUGLAS

AS EVER at this season of the year the crops are the keynote of the business situation. This in turn means that the weather is the one thing of supreme moment for the next two months. There is a general belief, equally prevalent and equally erroneous, that the weather is a fickle, uncertain thing, undependable and without rhyme or reason. In fact like everything else in nature it is subject to certain immutable laws, with which we have scant but growing acquaintance. We have



learned some things of them from both bitter and sweet experience. One is that it is a matter of serious moment and danger to growing crops if the abundant June rains do not continue into early July. For this usually presages a drought that is apt to last into August, coming thus at the most critical period of the growth of our most important crops, corn and cotton. On the other hand a drought that does not commence until late in July or early in August has lost much of its early power of harm, since the growing crops are then in much better condition to resist its ravages.

It is peculiarly needful this season that corn have plentiful precipitation during July, since the plant is so late in getting started. It is a marked feature of corn, and one but little known, that not only has it a limited existence, but when it once gets behind it has only a very circumscribed time table in which to catch up. Its life is from 100 to 130 days, according to latitude, and its various functions are timed by its age, and not by the stages of its growth. The important function of tasselling, for instance, comes at a certain time of its life, and even if it be not far enough advanced in growth to tassel successfully, it nevertheless makes the effort, does so prematurely, and its whole existence comes to an unfruitful end. At this writing it is a case (*Continued on page 18*)

of so far, so good. The past thirty days have been rather too cool and too wet for the rapid growth of corn, and in some sections floods and heavy rains made much replanting necessary. During the past ten days, however, warmer days and more abundant sunshine have materially improved the general condition. Its ultimate fate in the matter of yield is still upon the knees of the gods. It must always be remembered that the prevalent fashion of forecasting the final yield of any crop from its present condition, especially as related to the weather, is essentially and obviously futile, since the only thing we can be sure of is that the present weather conditions will not continue. While it is true in the present state of our knowledge that weather forecasts for the immediate future are more or less guesswork beyond a period of forty-eight hours, yet it is equally true that an intelligent study of weather conditions reveals certain recurring facts, which should enable us approximately to come nearer the ultimate yields than we do now.

Weather conditions like everything else in nature have a fashion of flocking together, and so far as any prophecy is permissible it can be said that there are no indications at this writing of one of those prolonged droughts, which alone produce widespread and general disasters to the crops. A close study of the daily weather map for the next two weeks will give a fairly good idea of what is to follow. Precipitation in summer time in the Southwest and Central West, as far north as the Southern line of Nebraska is mostly supplied by the Southwest moisture-bearing "Lows" which move in from the Pacific Ocean, or else are formed in the Rocky Mountain regions of the southwest; while rainfall for the country north of the northern line of Kansas comes from the northwest "Lows" which move in from Canada.

If during the next two weeks the southwest Lows continue, all is well. Should they be absent, or else be very few in number, there is danger of impending drought. This is especially so if the northwest Lows continue their eastward march across the continent, for then they attract hot dry winds from the southeast, with corresponding high temperature in all the regions across which they blow.

**T**HE promise of the wheat crop, both spring and winter, continues steadily to improve, and each day brings assurance of a much larger yield than indicated by early official estimates.

Harvesting is proceeding under generally favorable conditions, as far north as the latitude of Kansas and Missouri. The quality is very good, and the yields per acre exceed the expectations of thirty days ago. In the spring wheat states conditions continue excellent, and so far every prospect pleases.

Cotton is still in a parlous state, because it has a hard time getting started right. Fortunately it has not that brief life for its portion which fate has ascribed to corn, for it keeps on growing and fruiting until frost brings its usefulness to an end. The real trouble ahead of cotton just now is danger from Boll Weevil attacking the plant when the bolls are young and tender and unable to resist. In a large portion of Texas it is much too dry even for cotton, and Texas is the largest cotton producing state in the Union. This fact and the already serious damage to growing corn explains the changed map coloring in much of West and South Texas. Cotton, however, is a crop of constant surprises, of apparent destruction and sudden resurrection, and what may happen to it in the future belongs properly only to fiction, and the professional forecaster.

There is much cheer in the story of the secondary crops, because most of them are doing well, and all unnoticed they chronicle the steady advance of Agriculture in wealth and intelligence. The people of a one crop country are apt to have single track minds, while those of many varieties of crops are as many sided as their employments. In many sections of the South to-day

where cotton once was king, the cultivation of the minor crops has assumed most amazing local importance. Peanuts are commonly a symbol of insignificance, whether applied commercially to the street corner fruit stand or politically to a type of statesmen whom we have ever with us. Yet this year we have 2,000,000 acres planted to this most valuable food product, or 6% more than in 1916, and 20% greater than in 1909.

The estimated production of early Irish potatoes is 30% greater than last season, and this may indicate what will be the yield of the later varieties, which share with wheat the claim to being the poor man's staff of life.

The epicure who said that strawberries were one of the few things that no man ever had enough of, has the opportunity this season of satisfying his desires with a production of 200,000,000 quarts.

From every section comes the story of a great yield of alfalfa, a staple that not so long ago was an agricultural curiosity, but now a name to conjure with, and fulfilling the little girl's definition (of a lie) as an ever present help in time of trouble.

**T**HERE is everywhere unprecedented planting of beans, peas, and all the Vetch family, immortalized by Ruskin in imperishable prose. Especially are they valuable in the flooded sections of the Central West as "Catch Crops" as the waters subside, and when no other food products are possible at this late date. In the steadily growing production and importance of all these numerous secondary crops is found the surest reliance against general disaster when the great agricultural staples fail under stress of unfavorable weather. The "June Drop" is over, and the damage to fruit comparatively small. The production of vegetables has already reached such proportions that the serious problem of the producer is to find a ready and remunerative market.

It is much too dry on the grazing ranges of West Texas. Elsewhere in general, ranges, pastures and meadows are in fine condition.

It is a time of transition in all business conditions, and the map tells the present story, rather than the prospects of the near future. Especially in Agricultural sections does commercial activity always halt somewhat at this time, and waits to see what the crops will bring forth before making new ventures and new commitments.

**B**USINESS is fast feeling the effect of Government demand in many lines. In some staple lines it is impossible for the domestic trade to get supplies within any reasonable time. Scarcity is especially marked in various forms of steel. Continually advancing high prices in all commodities are shifting the demand from luxuries and high-priced articles to cheaper items and those of necessity. The enormous absorption of liquid capital for Governmental necessities is slowing down enterprises of development and construction especially in large centers. In some other lines Government purchases have created abnormal activity. Dealers throughout the country have large stocks in general, and are free sellers. Moreover, they have largely supplied their wants for the near future, and for most fall goods. The demand for Agricultural tools and implements had already extended into providing for next spring wants. In general there is prevailing caution, but little apprehension, and what is felt to be a general readjustment is awaited with much confidence, and with such forethought of action as is possible under the circumstances.

Of articles whose destination is not published, exports of dynamite and gunpowder in March were greater by 8,000,000 lbs. than in March, 1916, as were also the exports of sulphuric acid, sulphate of copper, turpentine, coffee, pork, butter, cheese, condensed milk, and many other articles needed in modern warfare.

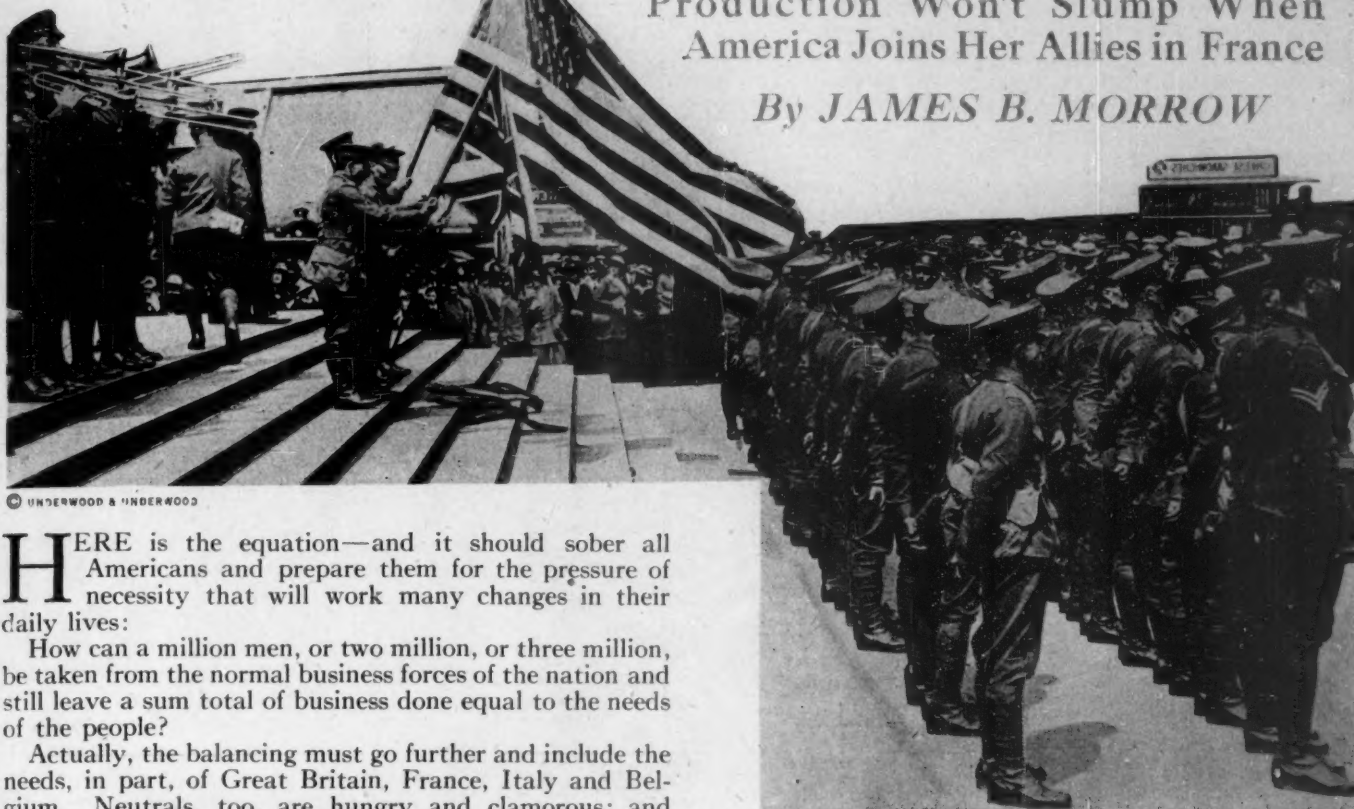


# How Can We Spare Those Million Men?

The Economy Board,  
German Efficiency

Headed by A. W. Shaw, Is Fighting  
by Reducing Useless Labor So That  
Production Won't Slump When  
America Joins Her Allies in France

By JAMES B. MORROW



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**H**ERE is the equation—and it should sober all Americans and prepare them for the pressure of necessity that will work many changes in their daily lives:

How can a million men, or two million, or three million, be taken from the normal business forces of the nation and still leave a sum total of business done equal to the needs of the people?

Actually, the balancing must go further and include the needs, in part, of Great Britain, France, Italy and Belgium. Neutrals, too, are hungry and clamorous; and Holland says that it will trade with the barbarians if it can not trade with civilization.

The threat of the Dutch should not be forgotten in the blood and devastation of the moment. As to the other neutrals, they should remember that bystanders may get bullets in their legs and sword cuts in their faces. Bread and meat, also, must be categorized among the accidents.

So the proposition, here, in the United States, is simple. Food and clothing, not to mention ships, guns and ammunition, for the inhabitants and fighting men of this country, and food and clothing for the armies and the people of the allies of this country.

Before the Prussians made a battle-field of the whole of creation, Americans were busy by day, and often by night, with their own matters, industrial and agricultural. Cotton was sold abroad, as for centuries. The surplus of wheat was marketed in Europe. Requirements of other things were subtracted from the supply and the difference disposed of to foreigners.

There was no Chinese wall shutting in the United States; but there might have been. The home market surpassed any market in history. It built cities and factories and railroads that spanned the continent.

Labor, as represented by men, came across the Atlantic by the shipload. And the ships bearing it sailed in fleets. Nothing was cheap, neither wheat nor wool, neither iron nor lumber, which proved that nothing was over-abundant as measured by the demands of the country. Every worker who was willing had employment.

In a word, the margin between production and consumption, barring cotton, was insignificant. Take away two from two and even Euclid, the Greek, would be stumped to find that which is left over.

And now a million men, young and productive, and, in the end, perhaps, three million men, are to be withdrawn from the walks of peace and sent upon the road of war.

Battle-flag of the American Legion—first of our banners to cross—being placed in St. Paul's Cathedral, London

How can that be done without dislocating all the mechanics of trade and industry?

With Great Britain, France, Russia, Italy and Belgium battling with Germany, Austria-Hungary and Turkey, beans doubled in price, flour went to \$14 a barrel and shoes advanced to \$6 a pair—in this country, although this country had not joined the war.

What is to happen, now that America is in the trenches and its ships are combing the sea for submarines? It must feed itself and clothe itself and help to feed and clothe its comrades. And arm itself, besides. And send cannon and shells to its allies.

The war, thoughtful and intelligent men are saying, may not be fought to a finish inside of three years. It may last for five years. The world then—the United States, Europe and Asia—will be sorely tried.

Serious, indeed, is the situation; far more serious than most of the people think or feel. The wisest and ablest men of this nation, as in all other nations, are under the colors. They are working, working, working. Groups of them are working with ships, groups of them with food, groups of them with clothing, groups of them with this thing and that.

They have left their own business and are in Washington. Daily they sit at long tables—masters of banks and railroads, of mines, forests and manufactories—fighting the Prussians; fighting the Prussians with all the skill, courage and dash that have made America the richest and greatest nation ever known to the world.

But the fighting men on land and on water and the fighting men around the council-boards at Washington must have help. Every French man is fighting, every French woman, boy and girl. It must be so in the United

States. If it is not so, the Prussians will overrun the earth.

Among the groups spoken of two paragraphs above is the Commercial Economy Board, created "to investigate and advise how commercial business may best meet the demands made on it by war."

This group is composed of five men—Wallace D. Simmons, a Yale graduate and a merchant in St. Louis; George Rublee, a Harvard man and a lawyer; Dr. Edwin F. Gay, dean of a great school of business administration; Henry S. Dennison, president of the Dennison Manufacturing Company and Arch W. Shaw, the editor and publisher of *System, Factory* and other business periodicals. Mr. Shaw is chairman of the board.

How can a million men, or two million, or three million, again to ask the most vital question of the hour, be taken from the normal business forces of the nation and still leave a sum total of business done equal to the needs of the people and, in large part, to the needs of Great Britain, France, Italy and Belgium?

The answer, as given by Mr. Shaw, can be stated in the following six words: "The elimination of all non-essential service." What is such service? Let Mr. Shaw reply in his own fashion.

"If," he said to the writer of this article, "a grocer at a corner uptown, by simplifying his methods, can reduce his working force one man and send that man into a wheat field, an ammunition factory or the army he will be helping to conquer the Prussians, though he never fires a gun or gets from behind the counter over which he sells goods.

"The one unnecessary man in the store is there because the grocer is giving non-essential service to his customers. Trying to outdo one another in serving the public, on the part of the merchants, has filled the stores of the United States with thousands of men who are now needed on the battle front, either as soldiers or the producers of war material.

"The unnecessary service given the public would, if abolished, release accountants, bookkeepers, clerks, packers, checkers, deliverymen and delivery equipment for use elsewhere and use that would count in time of war.

"Men with whom to fight the Prussians must come, largely, from the nation's forces of distribution. Farms must be kept going, and also factories, mines and railroads.

"Grocery, dry goods and department stores employ more than 200,000 men to deliver goods to their patrons. Half of those men could be released and the public would thereby suffer little inconvenience. The same grocer's wagon would not go to the same house three or four times a day—one trip with a pound of butter, another with a loaf of bread, another with a peck of potatoes and so on—because the woman in the house would learn to do her business in a better way.

"She would understand, too, that a basket in her hand or a package under her arm was a military service and that every time she carried either she was helping to whip Emperor William. Her little son, on his way home with a quart of berries or a spool of thread, would likewise be enlisted under the banner of his country.

"Also the American people, acting collectively and patriotically, can save millions of pounds of wool and leather. Prussia, by the stern hand of its military system, controls all things. A man may own so many suits of

clothes and no more. He can not have a belt on his coat or cuffs on his trousers. Wool must not be wasted, declare the battling Prussians.

"In this country, among democrats, laws to conserve wool are not so necessary. We need only to be told of our duty. If it is unpatriotic to have cuffs on our pantaloons and belts and patch-pockets, we will not wear them, once we know that our soldiers and sailors will suffer if not provided with warm clothing.

"Shoes in England, for women, can be seven inches high but not a fraction over. Unlike Germany, where laws and penalties keep the people within drastic bounds, Great Britain relies both on agreements among its business men and the patriotism of its men and women. Here, in free America, I hope such drastic laws will not be necessary.

"If our enemies, in their man-power, are more efficient than ourselves they will win the war. I make this statement very seriously. I mean exactly what I say.

"Americans demand fresh bread. A loaf is stale, in their opinion, the second day. So every city and town is filled with bakers' wagons; driving from grocery to grocery, with bread hot from the ovens.

"Five per cent of the bread delivery to retail dealers is not sold on the day of its baking. The supply, to that average quantity, exceeds the demand. On the following day the bread is hauled back to the bakeries, where much of it is ground into chicken feed.

"Three million bushels of wheat, enough to feed 200,000 human beings, is wasted in this way yearly. The waste should be stopped. All bread should be sold; none taken back; and the deliveries to grocers should be reduced.

"The bakers and grocers are already cooperating in this matter. Indeed, all classes of business men are coming to our board voluntarily and are offering their services to the nation. They understand that the non-essentials of modern merchandizing have grown gradually into their methods under the pressure of competition and the wider and still wider demands of their customers.

"Hundreds of styles of shoes are made for women. A glittering array of samples is carried in the trunk of every traveling shoe salesman. Manufacturers feel that it is necessary to impress the retail dealers. As a matter of fact, retail merchants agreeing in their judgments or

intuitions, purchase only a few of the styles and ignore all the rest. The rejected styles, then, represent wasted time and leather. Having never seen them, the public suffers in no way when it is denied the opportunity of buying and wearing them.

"The same waste is going on in fabrics. Of a thousand patterns offered to the trade, a hundred, or two hundred, perhaps, may be chosen. The woman at the counter never hears of those that have been examined and refused by the merchant.

"There will be no attempt made by the Commercial Economy Board to standardize the clothing of the American people. Our only aim is to stop the waste of material and of labor and to apply both in directions where they will help our soldiers and sailors whip Emperor William and his Prussians.

"Business men themselves, acting singly, cannot change their manner of doing business. Little by little they have



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Mr. Shaw and his board have grappled with the immense task of eliminating waste in labor, food and other necessities



built up their non-essential service, one establishment trying to outdo another, and the only way in which reform can now be brought about is by manufacturers, jobbers and retailers working together in patriotic purpose.

"And they are now working together toward this end. How far they will go and how much they will accomplish cannot be known at present. The delivery system, I feel certain, will be simplified. Less bread in the future will be fed to chickens. Leather and wool will be conserved. There will be fewer frills on the clothing of men, women and children in the spring of 1918."

SO MUCH, then, for the great equation—for the equalization of supply and war needs. But who is A. W. Shaw, the chief equationist (to use a word spontaneously created) in the case? Men of action know that he is an editor and a publisher, as well as an author of books and a member of the faculty of the Graduate School of Business Administration at Harvard University.

Dry bones are such facts. The Shaw story, however, is filled with vitality. There is a man, so runs the rule, for every crisis—except, so far, for the one in Russia. Shaw seems to have been born and reared for the war with Germany, in the capacity to which he has been summoned by his country.

At Jackson, in Michigan, at the age of thirteen, he was the manager of a small line of goods in his father's shoe store. The laces, blacking and sole leather, cut into form for the cobblers of the community, were his to buy and sell. Later, children's shoes came within his jurisdiction.

In the meantime he went to school. Shaw, senior, also, was an active and versatile character, owning and operating, as he did, a shoe store, a felt boot factory and a plant for the making of wagons. He had, moreover, several other interests.

Imagination seems to have been chief among his gifts. By inheritance, the son, long before the father died, came into possession of his share of that part of the Shaw estate. He saw things—away off. And that is exactly what he is doing at present.

Out of school, Shaw began manufacturing, at Jackson, small wooden cases for card indexes. The felt boot manufacturer and wagon maker supplied the capital.

But the boy, in the eagerness of inexperience, made, for him, a disastrous mistake. Centering his mind on the manufacture of his cases, he lost sight of the fact that they had to be sold when ready for the market. Putting his calamity in another way, he over-developed his arms and neglected his legs.

Such was his first lesson in salesmanship, or the lack of it. He changed his policy when he went to Muskegon, also in Michigan, and, with a partner, L. C. Walker, engaged in the manufacture of filing cases. Walker made the cases; Shaw disposed of them.

Business, at that time, was just nearing the edge of better methods. Cost accounting was still to come. Yet the world was getting awake and in drowsy fashion was rounding off blunt corners and slowly learning new tricks in management and bookkeeping.

Traveling over the country, going into large establishments, Shaw picked up all that was new and good. Zealous, generally, and ambitious, particularly, desirous of helping business as a whole and selling his own goods, young Mr. Shaw spoke of the novelties he had seen or discovered to his customers.

Presently he wrote and printed a book, which he called "Cost of Production." The book sold well. Business wanted information. The literature of practical business then was practically non-existent. Salesmanship was a trade and not a profession. Accounting was in its dark ages.

Especially successful was Mr. Shaw's oral contribution of ideas to the manufacturers on whom he called—ideas gathered here and there in the breaking dawn of a new era.

"If they (meaning men of business) will listen to them

(referring to his ideas), they will read them," said Mr. Shaw, first to himself and then to his partner.

The birth of the magazine called *System* occurred at that moment, and under the circumstances here related. It was a pooling of many experiences into type and a form that may be called permanent.

In the beginning, Mr. Shaw wrote the magazine himself. Before long, however, business men sent him signed articles. *System* became a clearing-house for methods and processes. Its first issue was printed sixteen years ago. A magazine like it in purpose and name is now being published by Mr. Shaw in London.

The Muskegon factory, Walker manager, is still in operation. But Shaw himself is an editor and publisher. That is his only business—and seeing some things ahead of any one else.

This is the tenth of the series "Men You Know—and Don't!" by Mr. Morrow. The eleventh will appear in August.—Editor.

## Saving the Yield of the War Gardens

(Concluded from page 16)

local problems that no standardization has been attempted by the Government. A community on Long Island has arrived at a solution that might be adopted very extensively. A number of women have organized a "community kitchen" with a complete canning outfit.

The following notice has been sent to all the farm women in the community:

You can help us by notifying us whenever you have more vegetables than you can use. We will can them for use by the Red Cross, Food Commissions, Soldiers' Families, etc.

We can help you by canning your vegetables for home use for a small charge;

By sending a demonstrator to your home if you desire;

By allowing you to use the Community Kitchen for canning, at specified times.

Freight costs are going to make long distance shipments of food in glass impracticable. We must turn to the local cannery and the local pottery if we are to meet the difficulty. One way of working out this pottery idea would be to put up food in big receptacles, and sell it through a system of community buying. This would make it practicable to ship food long distances, since the weight of a single big container would be very much less than that of a great number of small ones.

It may be said in conclusion that the indications from every side point to a fairly effective conserving of our food. There will be waste, inevitably, because a big industry like canning can't be built up in a month or two. But unquestionably another year will see the whole system perfected; and the effect of this on our national economy and on the cost of living is going to be permanent. We shall reap the benefit of it long after the war has passed into history. It is a curious fact that modern canning was invented by Nicholas Appert, a French chef, during the Napoleonic wars, when the French government offered a reward of 12,000 francs for an improved method of preserving foods. Thus war produced modern canning; and now war bids fair to bring the science of it to a perfection hitherto undreamed of. Three billion cans of food, having a value of 250 million dollars came from our 3,000 canning factories yearly before this war. Those are big numbers; but the statistics of next year, produced from thousands—yes, millions, of old-fashioned family wash-boilers and small steam cookers, and from hundreds of municipal canneries, will heap up a total that now bids fair to make even such figures at that look comparatively small.

In spite of the submarine menace, the latest export figures for the port of New York shows an increase in April of 22 per cent over April, 1916.

# Whose Freight Shall Have the Right of Way? The Additional War Load on the Railroads Will Make Necessary Many Radical Readjustments All Along the Line

By EDWARD HUNGERFORD

**W**ITHIN the next few months the railroads of the United States are going to be called upon to render their greatest service to the nation. Also within the next few months, perhaps even within the next sixty or ninety days, they are going to pass through the most critical period in their entire history. To an abnormal traffic—coming at a time when they are ill-fitted to carry even a normal—has been added the military demands of a war, not alone the most serious in our history but in the history of the entire world. Canada's railroad system under a similar crisis has all but collapsed—with the single exception of the immensely wealthy Canadian Pacific Railway. Our neighbor to the north finds herself to-day on the very threshold of government ownership of the greater part of her railroad mileage—with absolutely no preparation against the problem. And there are those who see the approaching crisis in our own railroad question as but an advanced and sequential step toward government ownership, on a very large scale in the United States. And we are less prepared than Canada—physically and temperamentally—to cope with it.

For a dozen years the wiser railroaders have seen this crisis coming. They have made no secret of their alarm. The late James J. Hill said—four or five years before his death—that the railroads would need \$500,000,000 a year to rehabilitate their properties against the first return of prosperity. He revised that figure afterwards and placed it at \$1,100,000,000 a year. But people paid little attention to him. Or said that he was growing old or seeking publicity. But Hill knew. So did every other far-sighted railroader in the United States. And knowing, they did not hesitate to speak their minds.

The warnings of these men were ignored. They needed engines and they needed cars; by the thousands and tens of thousands. But they did not get them. They needed vastly enlarged yards and terminals. They did not get these either. And the season when these things could be built at reasonable cost came—and went. The nations of Europe stood upon the brink of war—and pushed one another in. You know the rest; how, long before it was itself embroiled, the United States became a gigantic workshop in which the things of war and those that to them pertain were given precedence over all the things of peace. It was this very condition which, on the one hand, prevented them from adding to their traffic facilities; on the other, so greatly swelled the traffic demands upon them. Comfortable manufacturing towns—such as Bridgeport, Conn., or Wilmington, Del., or Bethlehem, Pa., or Akron, Ohio, were transformed almost overnight into metropolitan centers of industry. The demands such places made upon the railroads were as enormous as they were unexpected.

After munitions—food. We became not only the granary of the world, but its most important slaughterhouse and truck garden. As many steamers carried food

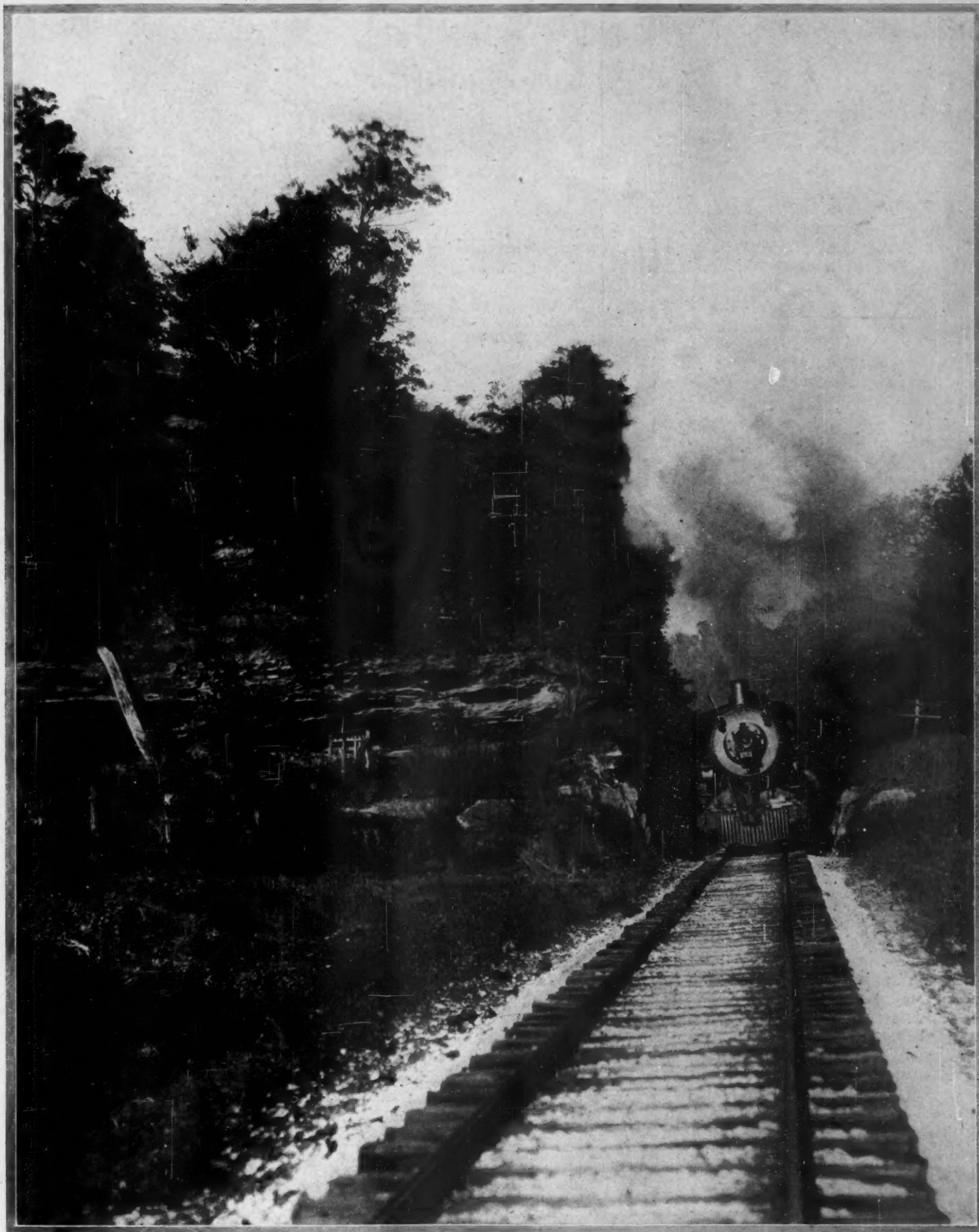
east across the Atlantic as carried munitions. For each of these steamers eight or ten or twelve or fifteen long freight trains. No wonder the railroads groaned, that they kept every old wheezy locomotive that still was capable of dragging cars behind its tender, hard at work. Cars were patched and repatched, and were kept eternally at it. Perhaps it was just as well that the railroad shops had ceased in the merciless wage-competition against the munitions factories. There were no cars or engines to go to them. So argued the unthinking railroaders. The wise ones said nothing, they kept their worries and their troubles to themselves. They had seen how little good it had to peddle them about.

For a locomotive or a railroad car is not different from a horse or an automobile. It too, must have its periods of rest and repair. If it does not get these it will go to pieces. That is what has been happening recently to a great part of the railroad equipment in the United States. On some roads the record is better, on many it is worse. On none of them is it any too good. And this very question of the condition of its equipment is one of the largest factors in the perilous situation of the American railroad to-day—although the American Railway Association, which officially represents all of them, is now making tremendous efforts to rectify this condition and has given figures that show that it may yet solve it. New cars, new locomotives, too, are to-day being contracted for and rushed through to completion in sufficient quantities not only to handle the flood-tides of war traffic soon to descend upon our roads but also to relieve large numbers of worn-out cars and engines for repair and reconstruction in the shops. Such shop work very properly will rank as war work and as such will be accorded every governmental facility.

**T**HE railroad to-day is a fundamental part—and a mighty important fundamental—of our great national war game. President Wilson recognized this fact when he took a big railroader—Daniel Willard, President of the Baltimore & Ohio—and made him not alone his representative in charge of national transportation and communication but also chairman of the Advisory Council of National Defense. Mr. Willard is in addition, ex-officio, a member of the executive committee of the American Railway Association which, headed by Fairfax Harrison, President of the Southern Railway, is in direct touch and communication with the various railroads of the land. These units must be held in line in the national war transportation plan to make that plan a real success. In it a great railroad—ten thousand miles of track and perhaps employing a quarter of a million men—becomes as one soldier. It is highly important that he become a good soldier, ready to take orders—and to follow them.

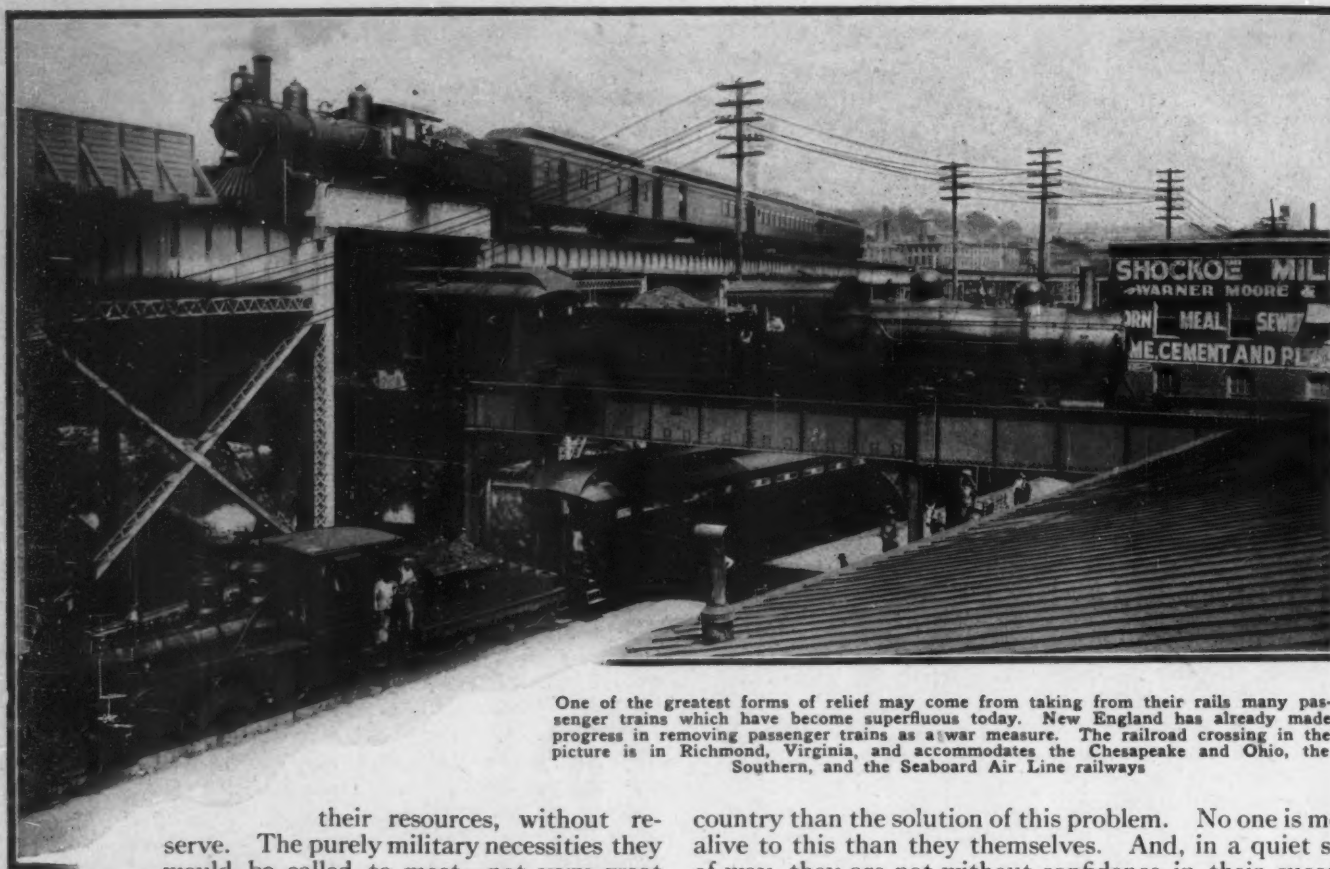
For this service the roads enlisted in Washington early in April—enlisted to a man and pledged their loyalty and





COURTESY OF THE ILLINOIS CENTRAL R.R.

This train must not be detained on railroad sidings. Traffic must move. Troops that have cost both money and time and trouble to mobilize cannot be held indefinitely in cantonments for lack of railroad facilities. Moreover, it is enlisted in the commissary of our great war organization, to carry food—the fuel that keeps going the humans of battlefields and fighting lines, of gun-shops and shipyards, that keeps partly filled at least the lockers of homes on both sides of the Atlantic. For this service the roads enlisted to a man and pledged their loyalty and their resources without reserve. They were shown the part they would have to play in the larger phase of the conflict—how the problem of bringing both food and supplies overland ranked with that of their transport overseas. The ocean problem as greatly magnified by the ravages of the submarine is a task for the Shipping Board; the railroads must and will bring the freight from the interior of the country to the ships that wait at its rim.



One of the greatest forms of relief may come from taking from their rails many passenger trains which have become superfluous today. New England has already made progress in removing passenger trains as a war measure. The railroad crossing in the picture is in Richmond, Virginia, and accommodates the Chesapeake and Ohio, the Southern, and the Seaboard Air Line railways.

their resources, without reserve. The purely military necessities they would be called to meet—not very great in this country and in the present status of the war—were explained to them. Then they were shown the important part they would have to play in the larger phase of the conflict; how America is to become both a workshop and a larder for the Allies—how the problem of bringing both food and supplies overland ranked with that of their transport overseas. The ocean problem as greatly magnified by the ravages of the submarine is a task for the newly created United States Shipping Board; the railroads must and will bring the freight from the interior of the country to the ships that wait at its rim.

No matter now if traffic has run at flood height for a full twenty-four months, no matter if last winter the freight rose to a figure fully a third higher than ever before reached in the history of this country, if yards and terminals and sidings were congested in the throes of a long and merciless winter as never before they had been congested, that cars and engines and railroaders alike were fagged out—no matter about any of these things now. The question is of the future—not of the past. There will be more traffic, vastly more traffic in the winter which ushers in 1918, than there was in that which ushered in 1917. And the traffic *must* move. Troops that have cost both money and time and trouble to mobilize cannot be held indefinitely in cantonments for lack of railroad facilities, or—what is far worse—held, tired and hungry, on railroad sidings while in transit. Nor can the purely material things that go to the making of an army or a navy be delayed a single unnecessary hour. And what of food—the fuel that keeps going the humans of battleships and fighting lines, of gun-shops and shipyards, that keeps partly filled at least the lockers of little homes on both sides of the Atlantic?

**H**ERE then is a master problem. To take a tired and overburdened carrier and make him bear a load such as no one has ever before dared to place upon his back, and to make him carry it promptly and well is a task well worth the distinguished attention of all the experts of the Council of National Defense. Mr. Willard and Mr. Harrison—all the able railroad executives who are associated with them—can do no better thing for their

country than the solution of this problem. No one is more alive to this than they themselves. And, in a quiet sort of way, they are not without confidence in their success.

**T**O begin with—a plan. I have told you already how the railroads big and little—the men who head them at salaries ranging all the way from \$30,000 to \$75,000 a year—crowded up against the enlistment desk at Washington like young rookies around the table of a recruiting sergeant; how they pledged their faith their loyalty, their all; how these pledges were accepted and they were told to go home and there await orders. These orders are now beginning to come. The first of them have covered the pure military use of the roads—the “consist” or make-up of a train to carry an infantry, an artillery or a cavalry regiment; the exact locations of the various mobilization camps or cantonments and the probable movement of troops to and from them. As I write, the Senate has passed the measure which officially accomplishes all the semi-official Advisory Council of National Defense has been trying to accomplish in a semi-official way. This measure gives the President authority to commandeer any or all of the railroads or any part of their workings for the purpose of the national defense. It is a measure that would seem to drive in line and keep in line any railroad that began to be recalcitrant to the plan inaugurated at Washington. It is a club, however, which, many men hope, will never need to be used.

The most interesting thing about the measure is its title—the Priority Bill, it was called on its pathway through Congress, because it gave the President of the United States authority to designate the classes of freight which in his opinion and because of the exigencies of the war situation, should have preference over other classes of freight. Either by his own proclamation or else by direction of the Interstate Commerce Commission these preferences can be announced. And when they are announced they become law.

As yet no rulings or tariffs of this sort have been given out. But it does not take a very expert railroader or military strategist to discover the working order in which these commodities are apt to go forward. To begin with, troops of course—soldiers, sailors, marines, their food, their ammunition and the other supplies upon which their existence depends. Then coal—the fuel which casts out guns



and makes them true, the heat force that builds battle-ships and merchant carriers too, that drives each of our ten thousand and one workshops. You perhaps know yourself, the serious aspect that our coal situation, both bituminous and anthracite, has attained during the past few months. We are coal hungry—just at the time of year when the bunkers should be stacked high. Our reserve stocks are practically exhausted and there is no really wise man rash enough to say to-day how the problem of old King Coal is finally to be solved.

The fact remains however that in a spring of increased production at the mines, the average householder, to say nothing of the average business man is tremendously worried over the depleted condition of his bunkers. In the part of the land where I reside we are compelled to burn anthracite in our grates and furnaces. But there is no anthracite. And when we appeal to our dealers—the straightforward fellows with whom we have been dealing for a long time past—they can give us neither comfort nor satisfaction. For they do not know themselves. We simply hear that the anthracite railroads which heretofore have preferred to buy low-priced bituminous and market the product of their own mines have, because of the recent greatly increased cost of soft coal, adapted the fireboxes of their locomotives to hard and are using their own coal for their motive-power. Which is rather chilly comfort to the outsider.

Unless the situation changes greatly, and at once, before autumn really is upon us there is going to be a genuine coal famine and panic in the land. Which translated to the railroads, means that both hard coal and soft will be made a preferred commodity—no matter if the shipment of munitions is delayed. The real task of the administration at Washington to-day is to popularize the war—to place a united nation behind it. By intelligent propaganda wonders have already been accomplished along these lines. But that problem is still unsolved. And its solution to no little degree will depend upon the success achieved in keeping filled the bunkers and the larders of American homes.

**S**ACRIFICES, and many of them, the average American home is to-day prepared to make. Many pet luxuries, perhaps some things that have come to be regarded as real necessities, will be cut off. But the homes—particularly those in our more severe Northern climates—must be kept at least decently warm. Just as the stomachs of the folk who live within them and who labor in one way or another for the nation and its supreme cause must be kept at least decently filled.

Even as this is being written, the Federal Trade Commission is appealing to Congress to take over not only the production and the distribution of all the coal mines of the country but the operation of all the roads that serve them—which would, in effect, mean practically the entire railroad mileage of the country. The Federal Trade Commission evidently lacks faith in the war organization of the railroads through the Advisory Council of National Defense.

I, myself, have that faith. Yet, for some time past I have not been able to see

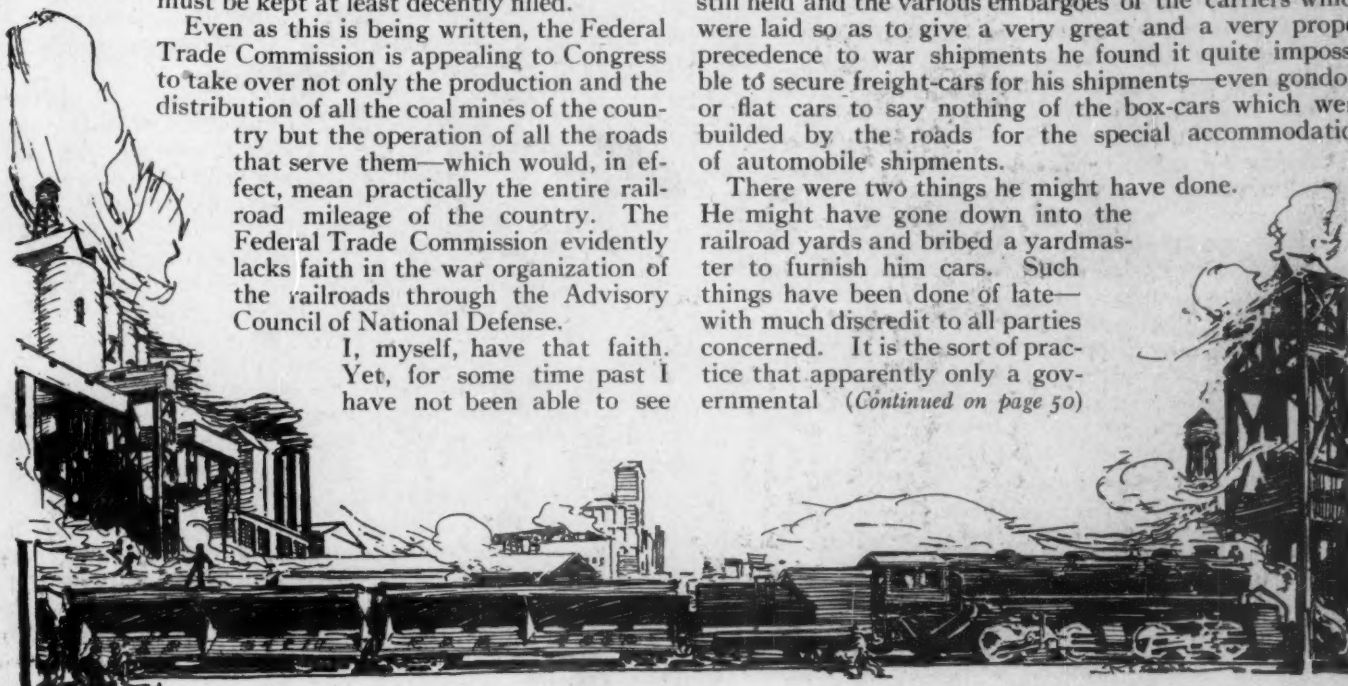
how the coal question is to avoid becoming a coal crisis—a veritable fuel famine with industry paralyzed and widespread suffering. Before this magazine comes from the press the coal policy of the nation will be formed. And the railroads in one of the most important, if not absolutely the most important phase of its traffic, will either be master or slave.

Already I have called food the human fuel. And a moment ago we were seeing how food for the army and the navy—the men who are risking their all for the democracy of the world—must be a preferred movement upon our railroads under their war footing. The food for the rest of the nation cannot be far behind. The men who labor in munition workshops and in shipyards, the men engaged in correlated industry, the women and the children upon whose happiness and comfort they are so very dependent, must be kept fed. It is not a matter of food luxuries. We can all do without these. But the railroad must bring the staples and bring them promptly. Else we perish.

**H**ERE then in rough is the sequence of these preferred shipments upon our railroads enlisted for the war service of the country; men for the national defense, their food, munitions and emergency supplies; fuel for the workshops and for the home; food for the allies and ourselves; after all these raw materials for the munition workshops and the shipyards, as well as the finished products of those same workshops. When these are moved the other business of the land will be accommodated. It must take its turn and its chance. The man who must have wine or delicacies upon his table, new rolls or records for his mechanical music machines, gasoline or tires for his motor-car, furs for the women of his family, gew-gaws of any sort, will do well to keep his patience during the months that are to come. For these are the things that are likely to move slowly. And his patience will prove a pretty sure test of his patriotism.

Take the single question of automobiles. Motor-trucks and ambulances designed for government transport service either at home or abroad will be a preferred war shipment. So will their tires. But the pleasure motor-cars are in no sense a preferred shipment. An automobile manufacturer up in Detroit discovered a few weeks ago that the system of preferred war shipments was being worked out in effect by the embargo orders of the various railroads—quite as effectively as if either the President or the Interstate Commerce Commission had issued a ruling in the matter. He wanted to ship a large fleet of his cars east. But between the railroad congestion conditions which still held and the various embargoes of the carriers which were laid so as to give a very great and a very proper precedence to war shipments he found it quite impossible to secure freight-cars for his shipments—even gondola or flat cars to say nothing of the box-cars which were built by the roads for the special accommodation of automobile shipments.

There were two things he might have done. He might have gone down into the railroad yards and bribed a yardmaster to furnish him cars. Such things have been done of late—with much discredit to all parties concerned. It is the sort of practice that apparently only a governmental (Continued on page 50)





A Remington Typewriter salesman is meeting with success in his efforts to sell typewriters to the natives of Baluchistan



**BLACKING** indies for boots in 44 brushes for Paris, Buenos Aires, Johanne Singapore; bicycles which appear on the roads of De streets of Bangkok, and ways and byways of parts of the earth; eno powder to make three million biscuits; clock tick in the Azores, Pa the Gold Coast, in the camps of Peru, and on rubber plantations of teeth to help out Sp Venezuela, and South glassware for Dutch well as Ecuador, Switzer sia,—fifty-one countries bathtubs for Norwegian, and Argentinian people of 15 lands in these extremes,—these few items in the goods foreign lands in April.

sity was so great 555 classifications roughly the article tributed to inter trade.

The United States has a great world market in one month retained rubber tires, saws, plows, and Mexico, printers' potatoes; India fans, and even of the hundred separate parts world with are on friends had a share of the reported merchandise.





PACKING indiscriminately  
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United States has become  
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 tained rubber tires; France  
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 potatoes; India, electric  
 fans, and every other  
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 world with which we  
 are on friendly terms  
 had a share of our ex-  
 ported merchandise.



King  
 Alphonso  
 of Spain, considering the merits of  
 an Indian motorcycle



American Mowers in Italy

# Converts to Christianity— and Fountain Pens

While Spreading the Gospel, the Missionary Creates Demand for American Goods by Carrying Forward Also the Evangelism of Better Living

By HESTER DONALDSON JENKINS

THE trader in the Orient who does not love the missionary is a fool and there is no health in him, for the American missionary has paved the way for American trade. It follows naturally that when a missionary goes among the wild men of Borneo, the first thing that occurs to him to offer is a hair cut and a bath, and so soap, razors and bath tubs are naturally introduced into the jungle. Again in a higher civilization, where the people are beginning to have a sense of time, but no timepieces, their eyes are delighted with the watches in the pockets of the missionaries, and they beg the Americans to send to their land for such watches for them; until the missionaries spend almost more time than their watches register ordering one dollar and five dollar timepieces for their flocks. Every up-to-date Korean sports a watch. These are often Japanese makes, but the Koreans prefer the American watch, a strong, heavy \$5.00 nickel watch, which they find more durable than the Japanese article.

The apple was introduced into North Japan by Bishop

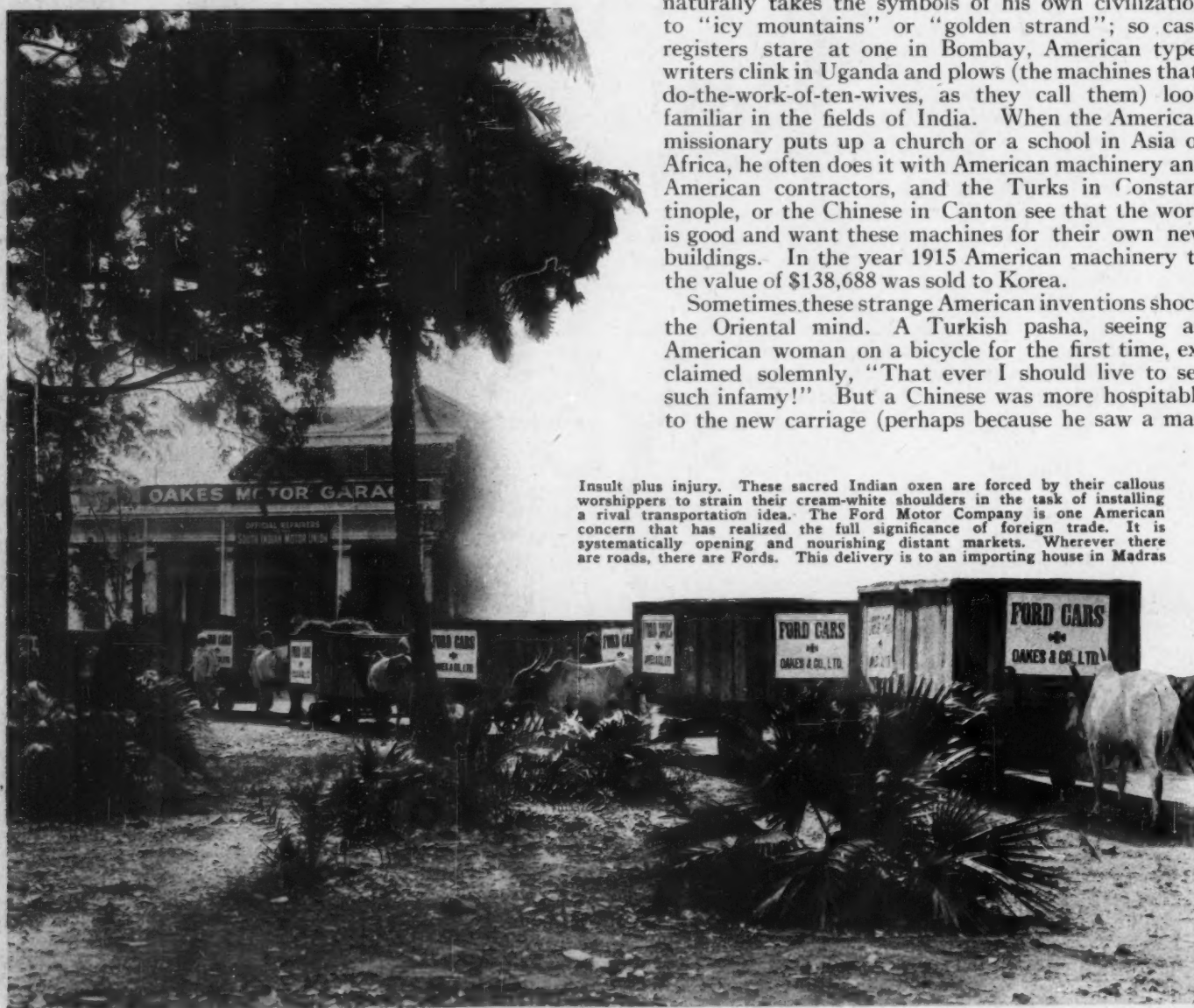
Harris, who brought out the first tree and planted it; grain was first cultivated in Nyassaland by missionaries; coffee was taken into Central Africa by a Scotch missionary; and India rubber was discovered by a missionary,—all of these products becoming in time important exports.

Wherever one journeys over the world one may travel in American automobiles or motorcycles, sew on Singer sewing machines, by the light furnished by Standard Oil, photograph the strange scenes with an American Kodak, and spend his evenings seeing American moving pictures. And most of these were suggested to the foreigner by the missionary.

One Fourth of July, I was travelling over the Georgian military road through the Caucasus mountains and stopped for an hour at an inn at the highest point on the road, when my eye was caught by a packet on which in Russian letters I read the words, "Americanski Schocoloda." Of course I celebrated the Fourth by eating my national sweet.

The missionary, whether he plans to do so or not, naturally takes the symbols of his own civilization to "icy mountains" or "golden strand"; so cash registers stare at one in Bombay, American typewriters clink in Uganda and plows (the machines that do the work of ten wives, as they call them) look familiar in the fields of India. When the American missionary puts up a church or a school in Asia or Africa, he often does it with American machinery and American contractors, and the Turks in Constantinople, or the Chinese in Canton see that the work is good and want these machines for their own new buildings. In the year 1915 American machinery to the value of \$138,688 was sold to Korea.

Sometimes these strange American inventions shock the Oriental mind. A Turkish pasha, seeing an American woman on a bicycle for the first time, exclaimed solemnly, "That ever I should live to see such infamy!" But a Chinese was more hospitable to the new carriage (perhaps because he saw a man



Insult plus injury. These sacred Indian oxen are forced by their callous worshippers to strain their cream-white shoulders in the task of installing a rival transportation idea. The Ford Motor Company is one American concern that has realized the full significance of foreign trade. It is systematically opening and nourishing distant markets. Wherever there are roads, there are Fords. This delivery is to an importing house in Madras



rather than a woman on it). He exclaimed admiringly: "He came with a buzz, and in the twinkle of an eye there wasn't the shadow of him!"

**T**HE busy missionary hurrying from village to village on his bicycle aroused a desire for this useful machine. In 1900 in Korea the only man to own a bicycle was a missionary, but now they are as common there as in the United States. To be sure it is the enterprising Japanese who makes them, but that is only because he sat up nights to get ahead of the Americans. The American Bicycle Company is a flourishing success in Peking, and even in Korea American bicycles and tricycles sold in 1915 to the tune of \$6,848.

But the bicycle is now threatened by the motorcycle. Every missionary has discovered the superiority of the motorcycle as a means of conveyance, and hopes to save treble the number of souls with the same amount of gasoline as a Ford car requires, or is it treble the distance? Well anyway, it is cheaper in the end. The Koreans have not yet got on to the motorcycle, but wait until the Rev. Mr. Missionary has whizzed a few times around their tight little island, and you will see the motorcycles begin to flourish in the streets of Seoul.

Korea, only recently taking on western garb, is an especially interesting place in which to watch the development of American trade. From the Occidental missionary with his convenient clothes, the splendid idea came to the Korean mind of a vest with pockets. so underneath his native long calico coat, he now proudly sports an American vest, made, however, in Korea, and fills his pockets with as motley an assemblage of stuff as ever gladdened the hearts of Tom Sawyer and Huckleberry Finn. And one fascinating thing, in his upper vest pocket is a fountain pen!

"If missionaries have these beautiful pens that write so easily why not I?" says the young Korean. And his intellectual nature is not satisfied until he possesses a Waterman. There is a large scale of American fountain pens in Korea through the Chinese and Japanese stores.

**T**HE missionaries are always excellent friends with the young men who come out to sell Standard Oil. Lamps in the churches and the schools have taken the place of the old bowl filled with olive oil and a wick hanging over its edge. The converts seeing the well-lighted church, wanted lamps in their own houses, and now no home in Korea is complete without Standard Oil. In 1915 the Korean branches took in \$671,417.00. When the square tins are emptied of their odoriferous contents, they become very valuable to the working man. He uses them as water pails, and when they take to leaking, he makes of them rusty fences or roofs for his houses.

The first missionary woman to bring a sewing machine to Korea was an object of wonder and envy, until other women were able to have this miracle in their homes. Now Singer sewing machines line the streets of Seoul and will do a job for you while you wait on the sidewalk. Last year Korea spent \$28,150 on American sewing machines.

Another interesting American object in Korea, more unexpected than the cash register, is the baby organ. A missionary service without hymns is hardly conceivable,

and in Korea the materials for church music were scant, there being no instrument that the missionaries could adopt as they did the ukelele of Hawaii. As for native singing, it resembled the strident rasping of a rusty saw. So each little church had to import its own baby organ from America.

How those Koreans learned our music! It is wonderful to hear the girls of the Ewa Haktang School in Seoul sing classical songs and choruses. All the foreigners of the city are attracted to their concerts. From the West, music entered Korea, and a real brass band now gives excellent European concerts in the park. Credit for this last is, however, due to Germans rather than Americans.

As to that baby organ—at first the missionaries had to play it. But soon the girls took it up with

enthusiasm, and when one of them marries a Korean pastor and goes out to a little church of her own, of course she must have an American organ for the services, and she gets the missionaries to order it for her. Recently the wily Japanese, realizing its salability, put on the market a baby organ that sells for only 35 yen (\$18).

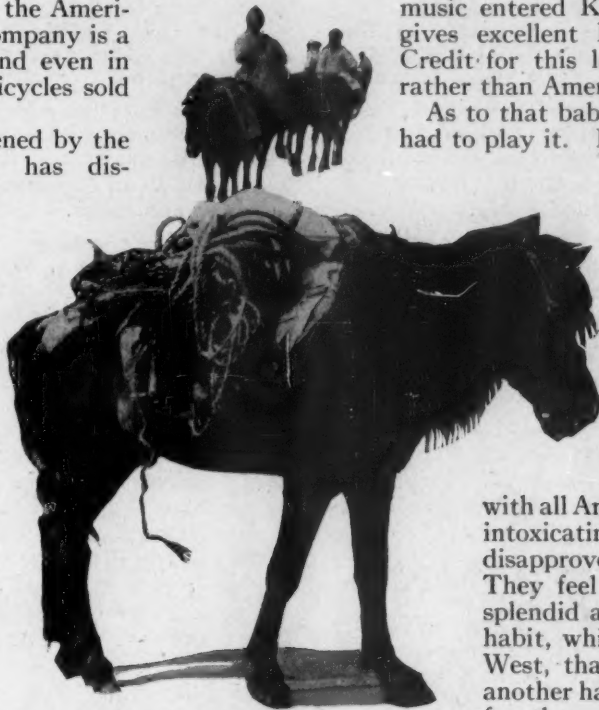
The missionaries, as they themselves say, are friendly with all American trades except the selling of intoxicating liquors. In Korea they also disapprove the introduction of cigarettes. They feel that the Far East is making so splendid an effort to rid itself of the opium habit, which was forced upon them by the West, that it is a pity to thrust on them another habit, even though it be less harmful for them. The British-American Tobacco Company, working all over China and Malaysia, has also an office in Seoul. It

gives away the little rolls of tobacco in immense quantities.

The Japanese tobacco monopoly keeps them from selling at quite such a rate in Korea, although they have a considerable sale even there.

Korean exports and imports amount to 110,000,000 yen, (\$55,000,000) annually, of which \$6,000,000 is with the United States. American trade depends largely on orders and contracts received by Japanese firms representing American manufacturers. In the years 1913, 1914 and 1915, the five principal exports from the United States were flour, salted herring, oil, locomotives and machinery, this country having almost a monopoly of the first four articles.

A very friendly American colony in North Korea is the Oriental Consolidated Mining Company. Most of the Americans in Korea, who are not missionaries are miners. The Americans have thirty-one concessions. They can get no more because the mining law of 1916 limits claims to Japanese or Korean companies, but American (Concluded on page 52)



American products penetrate Korea on the backs of shaggy pack ponies



# Helping Us To Get Started

Encouraging Ship Building, Increasing Food Supply, Enlisting Recruits for Factory, Farm and Army, Americanizing Aliens, Business Organizations Render Indispensable Aid in the Country's Hour of Supreme Trial

By GEORGE FARLEY

**W**AR came to America, and America was not ready. For two years and a half we had known there was grave danger that we would be drawn into hostilities; for two years we had known that we probably would be embroiled; for months we had known that nothing short of an abrupt and not-to-be-expected ending of the war would save us from the conflict.

Yet, when war came, we were not ready.

We were not wholly unprepared, either. Here and there beginnings had been made. Here and there was a force which could be diverted quickly from its usual course and redirected into new channels.

There was one well-mobilized army from which the country had not been led to expect much as an aid in warfare. We had been told a great deal about the army of labor, the army of the farm, the real army in the trenches, but of that other army numbering thousands of companies and three-quarters of a million men, with its general staff and its regimental and company commanders, the public generally took little account as a part of the fighting forces of the United States.

It would not be possible, however, to write the story of how America made ready for war and ignore that army.

It comprises the chambers of commerce of the United States. They have done real work, far-reaching work, indispensable work. They have done, and are doing, the nation's work.

Their particular job at this time is to make clear to the people the things that are to be done and to move men to do them. Here the fine art of leadership comes into play.

In order to acquit themselves well of their job, these associations of business men are tightening the bonds of organization. For this reason, a popular chamber of commerce note was struck in the declaration in a recent bulletin of the Haverhill, Mass., Chamber of Commerce to the effect that it is vital that commercial association activity be maintained at its peak during the war.

Keeping at that height is important because it would be a mistake to hold too lightly the task before business or to neglect any means that will help equip us for the ordeal. Only a few timid souls need to be assured of industrial and commercial America's ability to carry off the situation, but on the other hand the most sanguine amongst us know that the country has a full day's work ahead of

it. For that reason, commercial organizations, working at capacity, as they say in industrial plants, mean more to business and nation than ever before.

During the war and after, business men will derive greater benefits than ever from cooperation, because the constructive things that can be set going, and the difficulties that can be overcome, through common effort, will be more numerous. Where there has heretofore been one reason for the existence of a chamber of commerce, there will, from now on, be two. Chambers of commerce,

in addition to the boon which they confer on business for its own sake—and which they will confer in increasing measure owing to new conditions—

have definite functions to perform in furthering the work of defense, functions that lift them out of the class of local trade associations and give them national scope and national influence. Their usefulness in that role is beyond dispute. The Chamber of Commerce of

Gosh! I seem to  
amount to sum'thin  
after all!



The American Farmer is becoming the pet of the world

the United States, for instance, has become, as it were, an unofficial but valuable part of the governmental machinery in the preparation for war. The government freely calls upon it for service, and it, in turn, will have to call upon local chambers.

The government is assured of the moral and, what is more to the point, the active, support of organized business in carrying out any program which the times demand. In many ways, both before and since the declaration of war, it has already profited by the willingness of associations of business men to do more than their bit.

**O**N the eastern shores of the country and on the western, for example, commercial organizations are up and doing in the matter of shipbuilding. The Associated Chambers of Commerce of the Pacific Coast called together 150 shipping men and representatives from 12 cities at an emergency meeting which accomplished considerably more than the adoption of patriotic resolutions. Stress was laid on the importance of ships, ships to carry food to our allies, ships to build up a permanent American merchant marine. A committee was appointed to co-operate with the Shipping Board and also to lay plans to bring together similar groups of business associations in the Gulf states, on the Atlantic (Continued on page 45).



# OUR CONGRESSIONAL RECORD

**W**HEN the star-spangled beaver sailed into the ring beside the hats of the Entente Allies, it was agreed that Congress would take up nothing but war measures at this session. Since then the fiercest of oratorical battles have raged over measures more important than any the body has ever been asked to pass. There was the war budget of over three billion dollars, an amendment to the Federal Reserve Act, marine insurance, a bill to form selling agencies for exports, a rivers and harbors bill, in addition to the vital question of food production and distribution.

Here are some of the treasures cast up during the month by the tides of free speech that ebb and flow beneath the great white dome:

**MR. MCKELLAR, OF TENNESSEE.** A minimum guarantee, as has been suggested, will stimulate production. It is too late for it now to do any good this year. We have idled along on this proposition for a month. When Mr. Perkins was before the Agriculture Committee just a month ago yesterday he said that unless something was done on that subject right away it would be of no use; that a month was a year on this question. That was just a month ago yesterday. The chairman of the committee agreed to that proposition. So we have lost about a month.

**Wherein  
Congress  
Takes a  
Little  
Journey  
In economy**

I am not criticizing anybody. I know how difficult it is to get things done in Congress. We have been three days on this little bill now, when we passed a \$3,000,000,000 appropriation bill in two days. We have had the same thing argued over and over again on this bill, all on the theory of economy.

Mr. President, I expect I have been as strongly for economy as any man in this Chamber, and I am now. I do not think we ought to go wild on these appropriations just because it is war time. We ought to look carefully into every one of them. But it is exceedingly interesting to me to see gentlemen talking about economy in furnishing a few seeds to the farmers for cash when these gentlemen have consistently opposed any proposition in this Chamber looking to the stopping of sending out seeds in the free congressional distribution, which are nothing but political seeds and cost this Nation nearly \$300,000 a year. These little excursions into economy are splendid. Spasmodically hysterical.

**MR. KENYON, OF IOWA.** I wish to say this, Mr. President. It seems every time the Agricultural bill gets here it is a sort of a football, mostly a rhetorical kind of a football, for everybody to get after. It has been so now. You have got to depend on somebody in this Government being square and honest and patriotic besides Congress in this emergency. We are all honest and patriotic, and admit it, and know nearly everything, and admit it; but here are men in the Department of Agriculture, specialists along their line, splendid types, doing honest work and doing earnest work, and yet we peck away at anything that they seem to ask. I do not know why it is.

**MR. LODGE, OF MASSACHUSETTS.** Mr. President, it is not as if the President himself were going to do these things. That is a physical impossibility. If he could give his whole time to regulating these questions of priority of transportation, undoubtedly he would do it well. I question neither his integrity nor his great ability. But we know perfectly well that that is not the way it will be done. As a matter of fact, some person will be designated whom the country has probably never heard of. He will be summoned "out of the anywhere into here," and we shall suddenly see another great man created by the touch of the Executive wand. He will exercise these great powers, and his word will be all powerful with the President.

**To Use the Words of the Country Editor, We "Assume No Responsibility for the Sentiments Expressed" in These Human Flashes from the Elemental Contest That Makes Our Laws. They Are Submitted Solely Because the Generally Ignored Minutes of Congress Afford a True Insight into the Work and Character of the Men—and the Woman—Who Make Up This Greatest of Democratic Assemblages.**

When we give these powers, we talk about giving them to the President. We do not give them to the President. The President cannot exercise them. It is utterly impossible for him to exercise them, or to attempt to exercise one tithe of them. They are done by these people whom he selects and puts in; and as I have observed, some of the recent creations of men who are to be armed with these mighty authorities, it has occurred to me that it is extremely dangerous for Congress to abdicate its rights, to abdicate the functions conferred on it by the Constitution.

**MR. HOLLIS, OF NEW HAMPSHIRE.**

I do not believe we can carry on this war successfully unless we follow the example of Germany, and put in force the very much-hated power of paternalism. When you conduct a war you are performing a paternal function. The Government is the father of us all to put this war through successfully; and in order to put it through successfully it must control not only the prices of food, but the prices of other supplies.

Now, consider conditions in time of peace. People are born into the world without the choice on their part as to their status in life. A child is born into a poor family, and he finds as quickly as he knows anything that all the land has been occupied and allotted before he has a chance to get his share of it. He finds that one boy who goes to school with him is a member of a family which has accumulated millions of dollars, while another boy, with whom he may not be allowed to associate, was born into a family with even less than he has at home. If we allow private agencies to control food and the necessities of life, those who are on earth controlling those things and their children have an enormous advantage over the children who are born into the poorer families.

**Putting it  
Up to the  
Government  
To control  
Supplies**

The real cost of living arises from the distribution after a thing is produced. The competition among farmers and manufacturers is sufficient; the lure of private initiative and selfishness is sufficient; so that food and other articles are produced very cheaply or comparatively cheaply. Take, for example, the ordinary 25-cent socks that men wear. They are produced by a manufacturer and sold at 8 cents a pair, the other 17 cents going into distribution, and distribution alone. Take milk. Milk is sold by the farmers on the cars in my State for 4 cents a quart, and is distributed by the retailer at 10 cents a quart. There is 6 cents for distribution.

For the prosecution of this war the Government ought to take over the production of all the essential necessities of life, such as coal, steel, lumber, and food. They should take from the farmer friend of the Senator from Illinois [Mr. SHERMAN] the 5,000 bushels of grain which he has raised himself at a price to be fixed by the Government; and then the commodities should be distributed at cost. In that way I hope the people of this country will learn that the Government can perform distribution more justly, more economically, and more for the benefit of all the people than those who get control of one particular industry, like the grain dealers whom this gentleman represents, can control it for them.

**MR. YOUNG, OF NORTH DAKOTA.** Very few young men did as much hard manual labor up to the time of my graduation from the university as I, and since then I have grown more grain

**Showing  
How one  
Member has  
Done his  
Bit**

than the average North Dakota farmer. I learned to plow when guiding a team and walking a straight furrow was a fine art. I have done everything conceivable about a grain or dairy farm, and worked three years in a cheese factory to boot. I have mowed hay and worked in a suffocating barn on a hot day. I have pitched bundles in the blazing sun and pulled turnips out of the cold snow. I have husked corn in the cold fall days until my fingers were benumbed and bleeding, and have experienced the sweet contrast of milking cows with my hard, stiff, sore hands while resting. I am modest, so I will not take in so much territory as the United States, but I can make better cheese than anyone in my district, and no one

in or outside of my district can make better butter. "Farmer YOUNG," you say? My answer is, "Present." [Applause.]

MR. REED, OF MISSOURI. "Behold, I show you a mystery."

There is one Hoover, who many years ago left the United States to seek his fortunes in other lands. He is a mining engineer by profession. He has very recently returned to America. He has for the past year or two been engaged in some most laudable work abroad. In nothing that I say shall I reflect upon his integrity, his intelligence, or the honesty of his intentions. But this man, who voluntarily had sought his fortune in other lands, is brought back to the United States of America; and, reading this bill and reading concurrent public history, we know that it is the purpose to place these immense powers within his hands. It is proposed to give this man, whom the American people have heard of through the newspapers only in the last few months, the power to say to every housewife what she shall feed her babe, her children, her husband, or herself.

MR. WALSH, OF MONTANA. I rose to say that while I always listen with very intense interest to the discussion of these matters by the Senator from Missouri, I thought that the personal aspect of it had not very much to commend it. I say frankly to the Senator now that I agree that the other is very serious, but why discuss the question as to who is to be the food conservator?

Showing  
That  
Belgium's  
Benefactor,  
Like her  
Ancient  
Would-be  
Conqueror,  
Hath his  
Cassius

MR. REED, OF MISSOURI. Because, sir, I want to give it a personal aspect in this sense; I want, if I can, to burn it into the consciences and brains of the people that this power is to be conferred upon a man—upon one man—upon a certain 175 or 200 pounds of flesh and blood; of a creature with body, parts, passions, and frailties—of just a man, whose peer is to be found, so far as integrity and high purpose are concerned, in every community of this great land, and I doubt not whose peer in every respect can be found in any community of considerable size in this country. . . . It

will be done in the name of the President, but when you ask me by whom I know of no way to reply save in that vague and indefinite term Hoover or some one with an ambition to become a Hoover. . . . I have no pride of opinion; I am not obsessed with any idea of my own greatness; but I am

In which  
Gentlemen  
From  
Missouri  
Require to  
Be shown

here charged with a great mission and a great responsibility. My distinguished colleague [MR. STONE] and myself represent a domain more than one-half as large as Prussia. We must speak for its three and one-half million free citizens; we speak their voice, and, speaking their voice, I say their Constitution shall never be stricken down by my

vote or their liberties subverted in a truckling effort to shine in the reflected glory of the White House.

MR. LEVER, OF SOUTH CAROLINA. The measure we proposed is a war measure pure and simple, and is predicated upon the idea of providing for the national security and defense by encouraging the production, conserving the supply, and controlling the distribution of food products and fuel, both for the uses of ourselves and our allies. These are the ends sought.

Showing  
How honest  
Business  
Seeks the  
Light

Under this power we propose that those who furnish the machinery which links up the producer and the consumer shall stand always during this war emergency in the

full light of publicity, upon the theory that darkness is the haven of the criminal and light his death. I am happy to believe that the great overwhelming majority of the business men of this country engaged in distribution of necessities are not unwilling to allow the light to be thrown upon their dealings, because I know that they are as patriotic as any class of citizens that we have. More than this, I am confident that the larger per cent of these men actually desire some such regulation as here proposed as a protection to themselves against the crooks found in every particular line of business—that small fraction to be found in every occupation.

Why, members of the committee, men have come to me from the four corners of this nation, business men doing millions of dollars of business, and they have said, "We want some kind of

regulation such as you are proposing so that we shall not be forced as a matter of self-protection to engage in some of the practices of the men in our own business." That statement can be verified a hundred times over by letters on file in my office.

It is not fair nor just to the patriotic business men of this country that any infinitesimal minority of them shall, under the cover of the patriotism and honesty of the majority, ply their tricks of crookedness and thievery which must cast suspicion upon the entire trade. No honest business man can be hurt under this power. Some small inconvenience may be occasioned him by these requirements. It is not intended that any honest business man shall be hurt. It is the crook that shall suffer in the sunlight, and it is the crook, unpatriotic, selfish, and greedy, that we are after.

MR. KAHN, OF CALIFORNIA. To my mind the early history of most of the world's republics is the best part of their history. I think the glorious days of Rome were those in which the citizens went to the farmer, Cincinnatus, found him at the plow, and called him to lead the forces of the Republic against its enemies. They even clothed him with the powers of dictator, but after he had accomplished his work he quietly went back to the farm and resumed his duties as an humble citizen.

Unfortunately there are too few who realize fully the conflict that is before us, the sacrifices that will have to be made. Young men will be called upon by thousands to sacrifice their lives and their limbs for the Republic's welfare. I have no doubt they will gladly go to the front in order that they may protect American honor and uphold American prestige. After all, in this war, we have been speaking a great deal about humanitarianism and democracy. To me those factors are only incidents.

To my mind this war will be fought for the safeguarding of American rights [applause], for the maintenance of American honor, and the protection of American lives and property in every part of the world. [Applause.] That is why I voted for this war, and I am ready to vote for war at any time when the lives or the sacred rights of American citizens are denied or trampled upon or ruthlessly destroyed by any nation or combination of nations on the face of the earth.

And the legislation that is pending here to-day is simply an effort, in my humble opinion, to save the Republic, and, incidentally, to save the manipulators, the hoarders of, and the speculators in food products against themselves. [Applause.]

Reference was made here this morning to the fact that a barrel of flour sells in the United States for \$17 and that in England, a country that has been at war for practically three years, a barrel of flour is sold for \$8; and the question was asked, "Why this difference?" It is the greed, the rapaciousness of manipulators of and speculators in food products that is responsible for the difference.

Many years ago a railroad president out in my section of the country said:

"We are going to charge all that the traffic will bear."

That is what these food speculators are doing to-day. They are charging "all that the traffic will bear." And there will come a time, unless they are curbed, when in the great cities of the country the people will take the law into their own hands, just as they did in the time of the French Revolution.

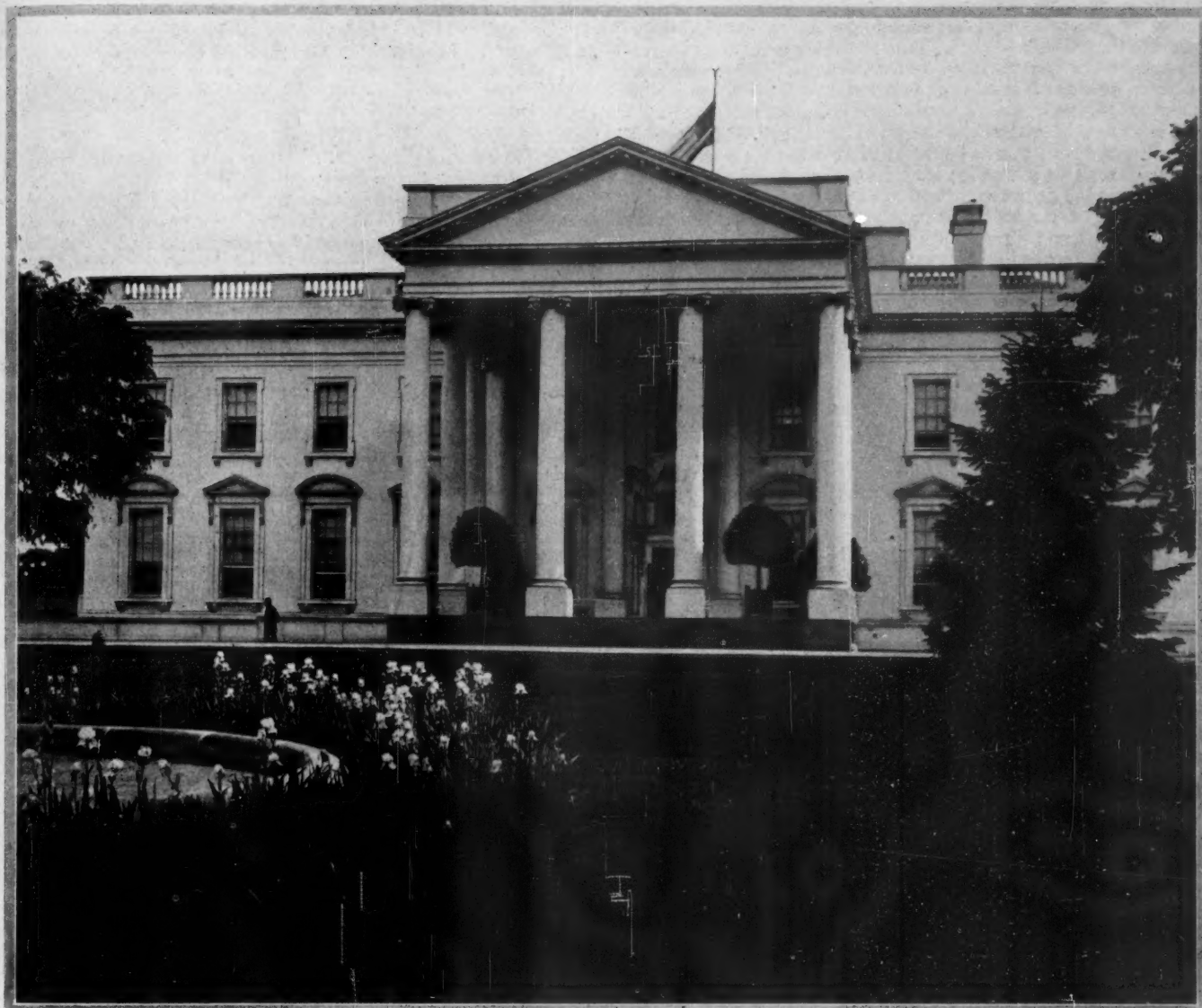
MR. KELLY, OF PENNSYLVANIA. Those of you who counsel delay, how long will you wait? Will you wait until there are meal mobs in all the highways and byways? Will you stand inactive in a powder mill while fire is smoking and smoldering all around? Will you still hand out bread pills and milk and water remedies when solid food is imperatively needed?

On growing  
Pains and  
Standpatters I want to say to these apostles of the white corpuscle that no half-way measures will avail.

The time demands radical and fundamental action. The whole principle of democracy is at stake, and this advocacy now of the "golden" mean is simply an argument for the meanest thing on earth. While it is true that there is no pain like the pain of a new idea to a "standpatter," this is a time when even that excruciating agony must be administered by those who are not paralyzed by a new idea, in dealing with new conditions.

SOME years ago I was sent by the American Government to represent it in Egypt. Of course, my attention was directed considerably to the trade of that country. One thing I observed was that the coal oil trade of Egypt had been dominated by American oil, but America had lost that entire oil trade and it had gone to the Russians. I called the attention of the State Department to it and endeavored to get the matter on a satisfactory basis, but later I found to my astonishment—I was young then—that the Standard Oil Co. had made an arrangement with the Russians by which they yielded that territory to Russia. I was wasting my time. But I learned this: That there are bound to be foreign combinations which we can not control. I think the representatives of this Government abroad should protect American trade. . . . When a dozen American firms go to Paris for trade they go up against foreign combinations. They should be allowed to battle as allies. . . . Give our people every opportunity to capture the trade of the world.—Mr. Little of Kansas





Beneath the protestations and exchanges of polite compliments there is still to be felt an undercurrent of the ancient rivalry between the government's legislative and executive branches—between the Capitol and the White House

Out of this experience, enforced by war conditions, I am convinced that America will learn a lesson for peace—that the distribution of food supplies can never be justly left to the erratic manipulation of those whose sole aim is to exact the highest possible profit rather than to serve the public good.

MR. BORLAND, OF MISSOURI. Does the gentleman from North Dakota realize that the acute situation now is the danger from the U-boats?

MR. NORTON, OF NORTH DAKOTA. That is nothing new. I realize all of that. Everybody that knows anything about the war situation realizes that.

MR. BORLAND. Does he not realize it will encourage the sending of merchant ships to sea if ample provision is made for insurance.

MR. NORTON. Yes; and I realize that England would be perfectly willing that this nation should take the entire burden of this tremendous war off her hands. That is what we are drifting to in legislation of this kind. It is about time that we stopped and considered the interest of our own people in this war and our proper position in the war and proceeded on a program to fight our own part in this war, without taking upon ourselves all the burdens of our so-called allies.

MR. HEFLIN, OF ALABAMA. Mr. Chairman it is very necessary that some money should be appropriated for this purpose. I note that there are some gentlemen here who are not willing for the Government, even in war times, to go into any kind of business when it touches institutions near their home, and they can not defend the interests in their particular territory without referring in a sneering way to the part that we are taking in this war.

Gentlemen, men are dying in Europe for liberty and human rights, without which no decent government can last, and this Government has been drawn into the war, and it has joined hands with the allies. It has gone in heart and soul with them, and we are sincerely doing everything that we can to bring victory to our cause. When I hear gentlemen on the other side, or on this side, it makes no difference with me which, making such allusions as we have heard from one gentleman here this morning, I am going to enter my protest.

The gentleman who has just taken his seat [MR. NORTON] referred to our allies in this war as our "so-called" allies! Gentlemen, that is wrong! I do not care on which side you sit or to what political party you belong, you are not speaking the American spirit of loyalty to our flag since we have joined forces with the allies in a common cause when you refer to them as our "so-called" allies. [Loud applause.]

MR. HERSEY, OF MAINE. Mr. Chairman, I wish in the five minutes allotted me to place myself right. I am a new Member of this Congress. I have witnessed for the first time, of course, the making of a river and harbor bill. At the present time I stand in favor of this amendment, for two reasons. There is a project in it for my State—the deepening of Portland Harbor—which I consider one containing the most merit of any in this bill. [Applause.] And yet if this bill comes up to a vote as reported from the committee, even with the Portland Harbor appropriation in it, I must vote against it. [Applause.] I can not retain my self-respect, I can not longer remain a Member of Congress and vote for the bill.

Why the other day, in the discussion of this bill under the

**Containing  
A proposal  
To un-  
scramble  
Allies**

**Wherein a  
New  
Member  
Puts himself  
Right**

general debate, one gentleman rose here on the floor—an old Member of Congress—and objected to certain appropriations to be made in the bill because, he said, they were wasteful and extravagant, and he objected to them on that ground. A member who supported one of the largest appropriations in this bill sprang to his feet and said to him, in substance, “Did you not vote for a pork-barrel bill in such and such a Congress?” “Yes”. “You are a great reformer! Sit down.” And he sat down.

If I vote for this bill as it comes from the committee in 1917, when the next bill comes up in 1918, the annual pork barrel, I will be silenced. It depraves and debauches this Congress to pass the ordinary annual pork-barrel bill in the way you have been doing it here. It debauches the conscience of the people at home. Down in my State I am flooded with telegrams, day and night, asking me to support this bill, no matter how bad it is, in order that Portland Harbor may get what it ought to have.

From my place on the floor of this House I look through the open door into the press room, and I see there a large picture of the President, and underneath it are the words, “Stand by the President.” I have seen that picture every day that I have been in this Congress. I have stood by him to the present, and I want to stand by him now. April 16 last he said in his memorable address to his fellow countrymen “This is a time for America to correct her unpardonable fault of wastefulness and extravagance. I am willing to put it up to the President. I want to stand by his admonition to correct wastefulness and extravagance. [Applause.]

MR. DIES. Does the gentleman know of a single item in this bill that has not been approved of by the Secretary of War and the administration in the interest of war?

MR. HOWARD. Oh, well, I know all about some of the creeks. I have fished in some of them, and if the Secretary of War recommended these projects as war emergency propositions, all I have to say is that some Member of this House has perpetrated a great joke upon him. He is at least a most credulous man. [Laughter and applause.]

MR. CANNON, OF ILLINOIS. I wish you would go down and look at this new Department of the Interior Building, and go up and examine where the General Land Office has its abiding place, and then go up and examine where the Geological Survey had its abiding place, with the furniture and so on, and travel all around to all the new buildings that are rented in the District, many of them magnificent buildings. I am not here to say that all of them are unnecessary. But if there is anything that is needed, if we listen to the employees at the head of the bureau, it is more room, more room, more room.

In a hearing before the Committee on Appropriations, when more room was urgently requested, I called the attention of a Cabinet officer to the fact that from Fourteenth Street up to the White Lot, east and west, and from Pennsylvania Avenue down to the Monument Grounds, covering probably somewhere from 20 to 30 acres, the land was all covered by buildings owned by the Government and substantially all unoccupied, and that which is occupied is at a nominal rent, I understand, from month to month. It was said it would be looked into, but so far as I know and believe it has not been looked into. There is plenty of room now for the purposes of this bill if they will utilize it, and there is no trouble about getting the authority to utilize it.

MR. CLARK, OF MISSOURI. I will ask the gentleman another question. He has been here a long time. Does he not think it would be a saving to the Government and a wise performance for the United States Government to build every building in this town that it needs for its own business as soon as it can? [Applause.]

MR. CANNON. I made an investigation once about the room occupied by the State Department, the whole southern wing of the War, State, and Navy Building. I found then, when we wanted a place to put the official records of the war, that the whole south wing of the War, State, and Navy Building was devoted to the State Department, and that, including clerks, officials, messengers, and watchmen, there were but 51 employees housed in that wing, and it cost \$10,000 to house every employee.

Now here is the trouble about it: There is a disposition on the part of architects, or somebody in charge—and I am not abusing the gentleman's party or abusing my own—to put in ornamentation and architecture and that kind of thing, which

does not add to the housing of an office force. Now, the Government ought to build practical office buildings and dispense with architectural and unnecessary ornamental decoration in its buildings for clerical work.

MR. SIMS. What are you going to do with the Fine Arts Commission?

MR. HOWARD, OF GEORGIA. You are not exciting any sympathy with me for these “poor little country banks.” I say that those banks to-day are profiting more by the Federal Reserve System than they ever profited before in their history, and by virtue of their not charging a nickel exchange—suppose they did not do it—

they would make more money by the manipulation of the Federal Reserve System than they ever made before in their lives, and they do it in this way—and that is what I am coming to: For instance, the country bank in your city in Arkansas, when it loans its resources to the farmer, charges anywhere from 8, 12, to 20 per cent interest on growing crops, mules, milch cows, and any other securities, and when their resources are exhausted they go to the reserve bank and they make over to the national bank all their notes and borrow from the national bank on those notes properly transferred.

The farmer has gotten the money, and they are rediscounting it. That is what they are doing. These banks are making enough money now, and you do not hear anybody complaining of low interest, do you? I know one bank which keeps me

sweating all the time paying into it, and heaven knows it looks like it was getting higher and higher instead of lower and lower. [Laughter.] I tell you there is one regular thing; it comes around

**Wherein the Bankers Seem to Have the Best of it**

mighty regularly, and that is this big interest that they are charging, and they always charge as much as they can get.

You can take all these bankers here, and I could go through this House and point them out. Look how well groomed they are! See how well kept they are! See how many automobiles they have! See how much society they indulge in! There is my friend from Pennsylvania [MR. MCFADDEN], and there is my friend from South Carolina [MR. RAGSDALE], just a president of an ordinary country bank. Why, the evidence is all against them. [Laughter.] They make profert of themselves in this House, and then they come in and say, “Poor little country banks! Help us, we need the money.”

MR. GILLETT, OF MASSACHUSETTS. Mr. Chairman, I think it is only fair, now that it is half-past 5, that I should ask the gentleman from North Carolina [MR. SMALL] what is the purpose of the committee as to sitting this evening, if it is possible to keep a quorum?

MR. SMALL, OF NORTH CAROLINA. As I said earlier in the day Mr. Chairman it was our purpose to have the House remain in session until 7 o'clock, but in view of the anxiety of some gentlemen to get away I have suggested 6 o'clock, but with the understanding that there will be no objection to meeting at 11 o'clock to-morrow.

MR. GILLETT. At what time did the gentleman expect to adjourn to-morrow?

MR. SMALL. We had not considered that.

MR. GILLETT. It will be Saturday afternoon, and if there is an agreement to be made I think it would be wise to make it now, in order to avoid further points of order.

MR. CLARK, OF MISSOURI. I would like to inquire, if this is a free conversation, whether the gentleman from North Carolina expects to finish this bill to-morrow?

MR. SMALL. We do. We would like to, and we expect to complete the bill tomorrow afternoon, and we think we can do it if the discussion is confined to the items in the bill.

MR. CLARK, OF MISSOURI. Why not take a recess now until 8 o'clock and have a night session, and get through with this thing? [Applause.] That would give everybody a chance to go home and get their dinner and come back feeling well.

MR. MADDEN, OF ILLINOIS. Mr. Chairman, I certainly do not think we ought to do anything of that sort. We have been here all day. We are here all day, many of us, while a good many men are not here at all, and I think when Members stay in this House from



11 o'clock until 6 at night, with the bad air that we breathe here, we have been here all the time that we ought to be.

MR. CLARK, OF MISSOURI. I will ask this question: Do not you think, if we speed up, we will get away quicker this summer than if we dawdle around as we have been doing heretofore?

MR. MADDEN. If we sit here until 8 o'clock to-night and other nights, there will be nights when we shall be waiting for action by the Senate, and we will have many idle days with time on our hands, and we shall be here with nothing to do in the day-time.

MR. CLARK, OF MISSOURI. The day of miracles is past, but perhaps the Senate may get a move on it. [Laughter.]

MR. MADDEN. I do not think we ought to sit in this bad air until 8 o'clock on any night unless there is an emergency, and there is no emergency now.

THE CHAIRMAN. The Clerk will read.

The Clerk read as follows:

Cold Spring and Absecon Inlets, Absecon and Tuckerton Creeks, and Toms River, N. J.; for maintenance, \$35,000."

## An Official Interpreter To Commerce and Industry

Waddill Catchings, Fresh from Spending a Billion or So Buying Supplies for Our Allies. Will Interpret Government's Needs to Merchants and Manufacturers

By ANSELM CHOMEL

IT may have been coincidence or it may have been strategy. At any rate, when the Chamber of Commerce of the United States was requested to cast about for a man to take a position in the Council of National Defense for the purpose of drawing out information useful to business men in their cooperation with the government in the national defense, its choice fell upon a successful pump maker.

Pump making, however, is only an incident in the career of Waddill Catchings, chairman of the Chamber's Committee on Cooperation with the Council of National Defense and the new Assistant to the Director of the Council. Among other things which are at this moment engaging his attention are the duties that go with the presidency of a company whose business this year will amount to eight or ten million dollars. Parenthetically, Mr. Catchings is a good example of the caliber of business men attracted to gratuitous work in the public welfare.

His job in Washington is best described by the act creating the Council of National Defense, which declares that one of the purposes of the Council is "the giving of information to producers and manufacturers as to the class of supplies needed by the military and other producers of the government, the requirements relating thereto, and the creation of relations which will render possible in time of need the immediate concentration and utilization of the resources of the nation."

In order to get such authoritative information to the business public and promote the necessary cooperation, the National Chamber has begun, through its Committee on Cooperation with the Council of National Defense, the publication of a series of war bulletins.

Mr. Catchings is the reporter for this new publication of the Chamber. Some men begin life as reporters and rise to be presidents of great corporations. It remained for Mr. Catchings to win first the presidency of several corporations and then become a reporter.

"This is the first time in my life I ever tried to write," he admitted as he pointed to a pile of "copy" for the bulletin. "But a business man was wanted for the job. Plenty of people could have come in and written picturesque accounts of the work of the Council, but would they have given the business men of the country the exact information which they ought to have? That is why a business man was chosen. I see things through the eyes of a business man. I know the kind of information he wants."

That explains why Waddill Catchings, president of two corporations, until three months ago president of two others, has turned cub reporter.

The National Chamber's war bulletins will, in the words of the time-honored formula, fill a long-felt want. People have heard, vaguely in most cases, of the Council of National Defense and the Advisory Commission, but

few could tell exactly what were the functions and powers of each, or draw a distinction between the two.

The first of the bulletins discusses the position which the Council occupies in the government and makes clear what it is endeavoring to accomplish.

The function of the Council is to investigate, report and make recommendations and to bring government officials into contact with business men. It does not make purchases, issue orders, or have any part in the carrying out of orders. Buying is still done by the War Department and the Navy Department through their various bureaus.

The act creating the Council says "that it shall be the duty of the Council of National Defense to supervise and direct investigations and make recommendations to the President and the heads of executive departments \* \* \* (regarding) the increase of domestic production of articles and materials essential to the support of armies and of the people during the interruption of foreign commerce; the development of sea-going transportation \* \* \* (and give) data as to the amounts, location, method and means of production, and availability of military supplies."

The Council, which is constantly confused with the Advisory Commission, consists of six members of the President's Cabinet, who act together to coordinate the industries and resources of the country for the national security and welfare. For the assistance of the Council in this work, there exists the Advisory Committee, each member of which is particularly active in some one field. Thus, Mr. Willard has to do with transportation, Mr. Coffin with munitions and manufacturing, Mr. Rosenwald with supplies, and so on.

BEHIND that statement of Mr. Catchings, "I know the kind of information the business man wants with regard to the work of the Council of National Defense," lie two years of transactions with manufacturers of every kind of material used in warfare. Those transactions have run into the hundreds of millions of dollars—just how much, you cannot get Mr. Catchings to say. In all probability, however, he has spent more money during the past two years than any other one individual in the country.

In June, 1915, he was busy with the affairs of the various companies of which he was president, but not too busy to become assistant to E. R. Stettinius, of the export department of J. P. Morgan & Co., in the purchase of supplies for the Allies. He relinquished that work to take up his present duties. One of the things which he bought for the Allies was explosives, and the magnitude of his dealings may be gathered from the fact that the war has increased the value of explosives exported from the United States from \$5,525,000 in 1913 to \$717,000,000 in 1916.

Mr. Catchings is a native of Mississippi, but took his degrees at Harvard, where he finished (Continued on page 46)

# CONCERNING THE POTATO

A Vegetable Whose Subterranean Habits Have Been Studied and Refined in Europe Until the Fields of Its Adoption Shame Those of Its Native Continent

By JAMES M. BINKLEY

ILLUSTRATED BY R. L. LAMB DIN



Potatoes played a vital role in Germany's careful and scientific scrutiny of her food resources in preparation for the Great War



Mr. Sweet lives in Denver. He owns a farm of 900 acres at Carbondale, among the mountains west of Leadville. Potatoes for years have been his main product.

He has seed beds and practices what is known as bud selection. No guessing is done on the Sweet farm. There, in Colorado—the original home of the striped beetle that instantly switched its diet from weeds to potato vines when the first farmers moved in, and eating its way eastward, spread itself all over the nation—there in Colorado, Mr. Sweet, a man of genius and perseverance, resolved to show his countrymen what could be done under discouraging circumstances.

Potatoes were chosen with which to make his demonstration. Year by year his fields grew until he had 250 acres planted in that underground vegetable. For some time past, however, he has centralized his efforts on a decreased area. His crop of 1916, with which he made his "killing" was grown on a hundred acres less.

Commonly, Mr. Sweet plants a field with potatoes once every six years. The period is reduced to four years in fields that have grown alfalfa. He sows alfalfa and cuts two crops the first season and as many crops the second season. The third year, he lets the alfalfa, now deep-rooted and rank, grow and plows it under to improve the soil. Then follow potatoes in the spring and a harvest, frequently of 500 bushels to the acre.

Last autumn, Mr. Sweet had 46,000 bushels of potatoes in the mammoth cavern that he calls his cellar. "Will give you \$2 a bushel for twenty carloads," a dealer telegraphed from Chicago. The offer was refused. All of the crop could easily have been disposed of at that figure. Two times 46,000 bushels, computed in money, would have been \$92,000.

This spring Mr. Sweet sold his potatoes for seed to other farmers at prices ranging from \$5 to \$6 a bushel. The average, say, was \$5 when losses through rotting have been subtracted. Five times 46,000 is \$230,000. Thus the "killing" was artistically completed while men were plowing Mr. Sweet's rich domain for the crop of 1917.

Will potatoes be cheaper next winter than they were last winter? The wisest man in the world would be helpless in the teeth of that inquiry. But have not farmers excited by unparalleled prices, greatly increased the size of their plantings?

"Seed," Charles J. Brand, the energetic chief of the Office of Markets and Rural Organization, Department of Agriculture, said to me recently, "cost farmers this spring from \$2.60 a bushel up to almost any price the owners of the seed demanded. It requires ten bushels to plant an acre.

"The crop of 1917, from plowing time to harvest, will cost the average farmer from \$60 to \$70 an acre. He must pay out that amount before he can have any potatoes ready to be marketed. For such an outlay he can purchase a good farm with buildings in many parts of the country.

"I don't look for any wild speculation in potatoes by our farmers. They will not rush into the business and plant unprecedented acreages. The cost, as I have said, is too high. Thousands of them, who have been growing ordinarily half acres or acres for their own use, will perhaps double their plantings having the seed on hand. These small additions to the crop, if the season is favorable, may total many millions of bushels and cheapen potatoes to the consumer."

"Getting right down to the facts," the writer asked, "why have potatoes sold at retail for a dollar a peck?"

"For three reasons," Mr. Brand answered. "The crop of 1916 was small. The acreage was less and the yield less than in 1915. Compared with the previous year, the supply in 1916 was 74,284,000 bushels short. The shortage, measured by the crop of 1912, was 135,210,000 bushels. That is the first reason.

"Next, there was a shortage of refrigerating and heated cars. Potatoes quickly froze and dealers will not send them out when there is any danger of losing them while they are in transit. Refrigerating cars are heated and then loaded. Heated cars have small stoves in them. There was a shortage of such cars.

"Then the congestion of all freights on most of the railroads in the country made the transportation of potatoes impossible in many instances. Furthermore, a man with potatoes will not load them on a car if there is no way of knowing the weather outlook or when they will arrive at their destination."

BUT," the interviewer said, "it has been asserted that speculators permitted hundreds of carloads of potatoes to rot so that, the supply being reduced, prices would mount higher and higher."

"All of which is bosh," Mr. Brand replied. "Potatoes spoiled on the track, yes, but for the reasons I have mentioned. They were frozen on the way to market and dumped from the cars.

"Until the business men of America reform their methods," Mr. Brand went on to say, "there will be trouble with the transportation of our food supply. A miller in Indiana buys wheat in Ohio and an Ohio miller buys wheat in Indiana. Millions of dollars are annually squandered in hauling unnecessary products to impractical places. And the consumer pays the freight."

Potato prices, as retail purchasers know, are lacking in stability. Usually there is either a feast or a famine in





that popular item of the nation's daily diet. It is said that from 85 to 90 per cent of the potatoes eaten in cities during winter is grown by the states of Maine, New York, Michigan, Wisconsin, Minnesota and North and South Dakota.

"Potatoes," Dr. William A. Orton, a plant pathologist of distinction and the potato expert of the national government, told the writer, "are believed to have originated in the high altitudes of southern Chile, where the summers are cool and the rainfall is heavy. They have never outgrown their early environment and yield best, perhaps, in Scotland because the growing months there are much like those of Chile."

"The potato is a northern crop in this country and Aroostook County, Maine, which is just south of the Canadian border, produces more potatoes than any other

region of the United States. Last year the average national yield was 80½ bushels. In Aroostook County the yield has averaged as high as 275 bushels and the crop as a whole has in instances measured 20,000,000 bushels."

Farmers nearly everywhere grow potatoes for their own tables. Market potatoes which city people eat are mostly raised in the double tier of counties extending from Maine to North Dakota and lying just below the Canadian boundary. It is for this reason that there is so much variation in the supply from season to season.

Prices wildly fluctuate, going further up and down than almost any other standard article of food. Can the prices ever be stabilized and feasts and famines ended? The question was taken to Dr. William J. Spillman, chief of the Office of Farm Management, Department of Agriculture and the man who will tell any land-owner in the United States what to grow, soil and location considered, most profitably.

"The potato crop can be regulated," he said, "and without large expense to the public. I would do it with observers and bulletins. A start, let us suppose, is made in Florida. Potatoes grown there are perishable and are not stored for use in the winter."

"I would give the acreage planted in Florida, stating the percentage above or below normal, and follow the planting northward to Georgia, North Carolina, Virginia, New Jersey, New York, Maine, Wisconsin, Minnesota and the Dakotas, as the season advances. Thus, with bulletins printed in the newspapers and farm journals, growers of potatoes would know the situation south of them and could govern themselves accordingly."

"What business needs, whether it is agricultural or

commercial, is information. A census of farms in the state this year brought out the fact that certain New York farmers wanted to sell 9,000 ewes, while other farmers wanted to buy 25,000. There was a market, you see, for 16,000 ewes and ranch-owners in the West, who are going out of business because their pasturage is being sold to

settlers, could have supplied the demand had they known the facts.

"The price of potatoes in Germany, when that empire is not attempting to conquer the world, changes little from season to season. The difference between the highest and lowest average monthly price in Berlin during five years was only twenty-seven cents per bushel, while the fluctuation in Chicago during the same five years was \$1.34."

"Until a surplus above the needs for table purposes is produced in the United States and means are provided for disposing of it

at a profit to the farmer the present succession of fat and lean years must be expected and until this is done potato-growing for market will be a speculative enterprise."

To-day, with Germany and France leading the world as potato raising countries, it is hard to believe that Europe ever got along without the plant. But it did, and like most innovations, the potato had a long and hard fight before it won for itself its true place in world affairs.

When the Spaniards stumbled on their new continent they found the Indians eating vegetables that grew on the roots of the mother plants. The Haitian word for the strange food was "batata." There was so much similarity between the sound of "b" and "p" that the Spaniards translated the name into "patata." The dons first introduced the plant into Europe from Peru early in the sixteenth century.

In those days the world had not got over its natural interest in the discovery of its other half. Keen curiosity was shown in everything that came from America. "Patatas" spread from the peninsula to Holland and Italy where they were cultivated in flower gardens as curiosities.

Tradition says that Sir Walter Raleigh brought some potatoes from Virginia in 1586 and that he secured for them the social distinction of a royal audience. The emotions of Good Queen Bess and her perfumed courtiers at beholding these rugged and honest visitors from the colonies was not considered of sufficient importance for the pens of the chroniclers. It is not likely that they discovered any beauty in the display as the potato is an example of the truism that an unlovely exterior often hides a rich heart.

Hawkins, a slave trader, carried potatoes from Virginia



Sir Walter Raleigh obtained for some Virginia potatoes the distinction of an audience with Queen Elizabeth

to Ireland in 1565. The natural affinity between the plant and the island were not discovered until years later. Potatoes were at first considered fit only for cattle food, but economists finally evolved the idea of using the abundant yield of the tubers to help supply the poor with food in famine times. In 1663 the Royal Society of London began a campaign for the extension of potato cultivation.

Ireland was the first to fall in with the innovation and the use of the potato as human food soon became so vital a part of the life of the people that it was given their name. Formally they are still "Irish potatoes," but a grateful race has affectionately honored them with such intimate terms as "spuds" and "murphies" in appreciation of long and faithful service.

For many years Germany was getting ready for the war that it began with so much confidence and vigor in 1914. She meant to fight with potatoes, as well as with men and guns. To this end the government gave a by-product company authority to tell farmers how many bushels of potatoes they could sell in a season at the market price. The rest of the crop was conscripted and made into alcohol.

Germany has no oil wells and its military men saw that alcohol would have to be used as a substitute for petroleum after the great contest for which they were preparing got under way. Alcohol, distilled from potatoes—hundreds of millions of gallons—was stored against the day when it would be needed by the German army in its subjugation of the world.

Since the war opened, potatoes have been the principal food of the German people. Over 8,000,000 acres were planted with that alcohol-producing vegetable in the year 1913, which was more than double the acreage planted in the United States. A German harvest reaches about 1,650,000,000 bushels; an American harvest, say, 361,000,000 bushels. The yield in Germany is 202 bushels to the acre; in this country it is about 96 bushels.

The Germans plant 12½ per cent of their arable lands in potatoes; the Americans 1½ per cent. Twenty-eight per cent of Germany's crop goes on the tables of its people, as against 68 per cent in this country. Here corn is fed to live stock. German pigs are fattened on potatoes.

Farmers in Germany plant twenty-four bushels of seed potatoes to the acre; American farmers plant about eleven bushels. Mr. Sweet, however, plants thirty bushels. The German climate is favorable for potato culture but not any more so than is the climate of Minnesota and that state alone could grow all the potatoes eaten by the American people. The fact of the matter is that the potato has been specialized in Germany and, except in certain regions, neglected in the United States.

Forty-five years ago the average yield of potatoes in the

United States was 94½ bushels to the acre; in 1915 it was 96½ bushels and last year but 80½ bushels. Cultural methods have been at a standstill, although the Department of Agriculture in Washington has been strenuously engaged in trying to increase the crop.

There are years even in the bountiful United States when potatoes are imported. Such was the case in 1901, when 7,000,000 bushels were purchased abroad. Eight million bushels were imported in 1908 and 13,000,000 bushels in 1911. And with the potatoes bought in foreign lands came new diseases—blackleg, scurf and powdery scab—and that is the reason the Secretary of Agriculture in the fall of 1912 prohibited importations from Great Britain, Germany and Austria-Hungary.

It is true that the climate in the greater part of this country is too hot for the production of market potatoes but there is actually no reason why potatoes should ever be imported, or that the price ever should reach \$4 a bushel. The potato belt stretches half way across the continent and almost every large city in the land ought to be supplied with potatoes grown near at hand.

The American potato in flavor, texture and color, is inferior, Dr. Orton says, to the potato grown in Europe. "We need," he told the writer, "improved varieties, adapted to our climate. Seed brought here is not successful. We must develop our own varieties, especially one adapted to baking,

one for frying and another for salads."

Varieties are needed also that can resist disease. Germany breeds such potatoes. The late-blight causes the loss of millions of bushels yearly in the United States. Yet it can be controlled by the use of Bordeaux mixture. The leaf-roll, discovered in Europe twelve years ago, has crossed the Atlantic and has been particularly destructive in some regions. In a single district in eastern Colorado and western Nebraska potato shipments declined from 7,000 to 200 cars in a season.

Intensive farming is required in the growing of market potatoes. Such farming pays the producer in that it increases his crop, and the consumer because it lowers the price.

The average wholesale price in Berlin for the five years before the war was thirty cents a bushel; in Chicago it was fifty-six cents a bushel. Germans employ intensive methods of cultivation; Americans, except here and there, do not.

Up in Aroostook County, Maine, the production of potatoes has been reduced to a science. The largest market, Boston, is 350 miles distant by rail. The climate is cool and the growing season short. A field containing potatoes is planted, after harvest, (Concluded on page 46)



It is hard to imagine a time when the potato did not figure largely in the life and history of Ireland



# THE ARMIES OF INDUSTRY

## The Members of the Council of National Defense and Its Committees Have Lined Up the Legions of Production behind the Army and Navy

ANGLO-SAXON [genius seeks strength in council. Councils of fighting men gave might to our race in its early days, and councils of fighting men,—our General Staff and our Naval General Board,—to-day direct our fighting men on land and sea. But nations now go to war with all their resources of industry and commerce massed to support the battle line, and Anglo-

Saxon principles forthwith create a new and a greater council—a council that brings into consultation for the task the nation has set itself the initiative, skill, and acumen which have been trained in accomplishments of peace that have thrilled the world.

This council was founded on law last August. Centering about a group of cabinet officers, it embraces industry and commerce, employer and employee, transportation by rail and water, medicine, sanitation, engineering, and education. It affords an Anglo-Saxon, an American, means to concentrate upon one great national purpose the multitudinous activities of a nation of one hundred thirteen million people.

Accustomed to their own particular board meetings once a week or once a month, this great emergency "board of directors" has been called to continuous sessions around the Government's counsel table. The chairman has just said

"Here is the situation, what are we going to do about it?" And the director for each resource in the whole scheme is casting aside consideration of individual interests in order to make certain that the

men on the line shall lack for nothing, from shoe laces to sixteen-inch shells.

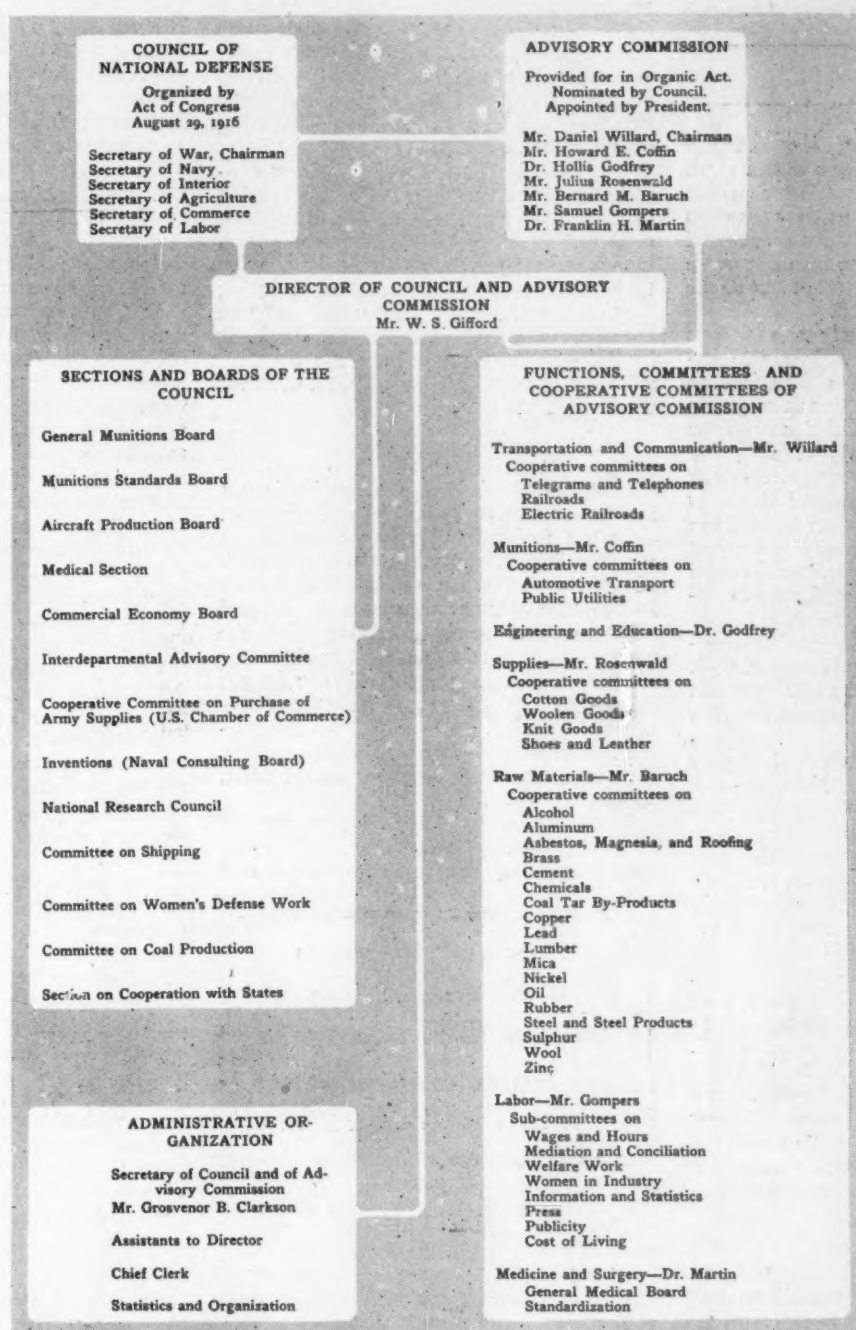
The Council proper consists of the Secretaries of War, Navy, Interior, Agriculture, Commerce and Labor, and has a special advisory commission made up of Daniel Willard, transportation and communication (president Baltimore & Ohio Railroad), chairman; Howard E. Coffey, secretary; and a number of other prominent men.

fin, munitions and manufacturing (including standardization) and industrial relations; vice-president Hudson Motor Co.; Julius Rosenwald supplies (including clothing), etc.; president Sears, Roebuck & Co.; B. M. Baruch, raw materials, minerals, and metals; banker; Dr. Hollis Godfrey, engineering and education; president Drexel Institute; Samuel Gompers, labor, including conservation of health and welfare of workers; president American Federation of Labor; Dr. Franklin Martin, medicine and surgery, including general sanitation; secretary General American College of Surgeons, Chicago; Walter S. Gifford, director of council and advisory commission; Grosvenor B. Clarkson, secretary of council and advisory commission.

In addition there are 146 subordinate and co-operating committees covering every field of the country's activity.

Because of the many requests from its readers for the personnel

of these committees, THE NATION'S BUSINESS has prepared a printed list containing the several thousand names and will gladly furnish a copy with its compliments to anyone asking for it.



### How the Council of National Defense is Organized

"Here is the situation, what are we going to do about it?" And the director for each resource in the whole scheme is casting aside consideration of individual interests in order to make certain that the

## THE NATION'S BUSINESS

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WASHINGTON, JULY, 1917

IMAGINATION may through incessant use be developed by modern war into a sixth sense. Certainly the five senses which ancient philosophers allow us, and the ones which their later disciples have discovered in human kind, fail to bring into the range of our perception the sweep and force of the war in which we are engaged.

Expenditures in money reach figures which exceed all experience. We have surpassed ourselves. The men who join in battle outnumber all the human aggregations which we have ever had clearly in our mind's eye. The materials of war, the stores of food, the converging fleets that hasten from the seven seas and the ends of the earth to deliver their cargoes upon the area of cataclysm,—all these we may set down in statistics and stare at, but the total of human effort which these figures represent we cannot realize. Imagination alone can help us to understand,—not imagination which is merely a mental image of what we see, hear, and touch, but an imagination which transcends and once more shows us a real scheme of things.

Imagination must help us with highly commonplace matters, too. Nothing short of imagination can deal with the supply of fifty million yards of duck, woolen cloth by the million yards, the construction in a matter of weeks of modern cities that will house forty thousand men apiece, socks in such quantities that the hands at the knitting machines will outnumber the armies of many a military hero of history. A merchant armada is to be built and sent to sea. Armed men by the tens of thousands are to be ferried across an ocean. Success is going to be won in the office, at the foreman's desk, at the lathe, at the spinning machine. For success every worker, humble or exalted, shall possess the sense of imagination, and the buoyant and masterful spirit which is imagination's handmaiden.



SHIPBUILDING is a matter of detail and detail mounts up when length is measured by the hundred feet. Shipbuilding accordingly became a matter of deliberation, especially in European yards.

When expedition became essential an American rather startled British shipbuilders by telling about feats performed in the United States and Japan. He cited launch of a five-thousand-ton cargo steamer

within three months and launch of a ten-thousand-ton tank steamer in three months and three days.

British shipbuilders seem to have been a little incredulous. At any rate, they made some inquiries. They discovered that a five-thousand-ton steamer to be launched in three months gives employment to an average of 600 men,—platers, riveters, bolters up, painters, carpenters, and all the rest. It takes also thirty riveting machines that will drive 600 to 700 rivets in nine hours, and at that about half of these machines put in overtime of two or three hours a day. At night 50 or 75 men work at punching and fabricating material. Of course, when a steamer is launched, she is not nearly ready for her maiden voyage.

The discoveries British shipbuilders have made about our methods serve to bring home to us the multitude of men our yards are employing and the circumstances that success in our undertaking is not going to be altogether a matter of steel and other materials but partly a problem of housing as well.

Our British friends have also been contemplating our programme for construction of 3,000,000 tons of steel vessels in eighteen months. Assuming that these steamers will be around 5,000 tons apiece, they observe there will be 600 of them. Remembering that we have launched such vessels in three months, they see need for 100 building berths,—and thereupon conclude the task will be a considerable proposition, even for the United States.



EQUIPMENT of foreign countries is not altogether awaiting the close of the war.

In the tools of industry we have been sending large quantities. In the month of April we forwarded to France and Italy half as many emery wheels as we shipped abroad to all countries in a year before the war. To these two countries in the same month we sent as great a value in freight cars as our total exports of cars in the twelve months of 1914. We added air-compressors, mining machinery, gasoline engines, elevators, pumps, and quantities of nails, spikes, and saws.

Industries of shop and factory are not alone in needing attention, Agriculture, too, is getting equipment. France and

#### A War Need: Imagination

##### Details Behind the Ship

##### Our Tools to the Four Corners

##### Lost, Strayed or Stolen: Futures

##### Lo, the Humble Sugar Beet!

Russia are taking mowers, plows, and other implements. The volume of our exports of such things is beginning to return toward the level of the days before August, 1914.

War cut the export of our implements by two thirds,—reducing a trade of thirty million dollars a year to ten. Russia had been our largest customer for implements, Argentine the second, and France the third; Germany came forth. In a year the Russian trade fell by 98 per cent,—from \$6,000,000 to \$83,000,—the Argentine by almost one-half, the French by three-fourths, and the German practically dis-

appeared. Perhaps the world, engrossed in war, inclined to forget about agriculture.

Forgetfulness on that score is at an end. According to the statistics France and the English-speaking world have taken to farming with real zeal. Canada is buying our implements on a scale that exceeds the rate of Russia's purchases before 1914. England is now purchasing three times as much as before the war.

In England new machine methods are coming into vogue. Tractors have literally invaded the country. In many parts of the United Kingdom, agricultural machinery is taking a place that it will never yield, since man-power has within the three years become an article in British faith.



FUTURES have played a real part in the trading upon the exchanges where staples are bought and sold, but of late they have been disappearing.

According to economists, futures have some valuable uses. They stabilized prices. They enabled a manufacturer who enters into contracts to provide flour or cotton textiles to save himself against subsequent fluctuations in the markets for his raw materials. They have other economic uses of an indirect sort.

But futures may likewise be a handy means for speculation. Their use in the cotton markets was sometime ago regulated by a federal statute,—which, by the way, committed a false step in its legislative progress and had to be reenacted in order to square with the Constitution. This spring the grain exchanges found such a dislocation in the future market,—and not altogether due to speculation either,—that they themselves placed some limitations on the trading. Now the Liverpool Cotton Exchange, finding itself in a similar situation, has ended its facilities for future contracts. The forward market for steel is a thing of the past in the United States, and will again come into existence only gradually. Thus, many of the world's largest markets for staples, both the markets that center about trading floors and those that are less definitely organized, are losing at least for the time a part of the machinery through which they handled the world's business.

The machinery of the markets was elaborated over many decades, and even centuries. How much further it is to give way under the stress of war and there is to be an approximate return to direct sales between producer and customer,—and perhaps with the government becoming an intermediary that buys from all the producers and sells to all the consumers,—remains to be seen. The latest news from England indicates that the British government has become the sole buyer and seller of raw cotton in the United Kingdom, and it has earlier assumed this position toward a number of other essentials.



THE SUGAR BEET is a humble vegetable, that has made its way in this world.

The exact status of the sugar beet was at one time in doubt in the United States, and may not be wholly clear yet, since an undoubted expert has declared that it is not an object of agriculture but of horticulture,—and this despite the fact it grows in the ground and not on the branches of trees.

Our own interest in the sugar beet dates



from around 1890. It already had a history in Europe, beginning in 1747 with a German professor's proud announcement that in indigenous vegetables grown for cattle feed he had found "beet-root sugar in abundance, exactly like that extracted from sugar cane." Little progress was made in the next sixty years, although meanwhile during the blockade of the Continent sugar sold at a dollar and more a pound and Napoleon had offered a million francs premium for beet sugar made in France. Of the French factories that sprang up but one survived, at Lille, to become the nucleus for a new industry.

The energy and capacity of the manager of this solitary factory accomplished what Napoleon could not do, and lead to establishment of the industry. By 1837 there were 585 factories in France, producing more than 100,000,000 pounds a year, and 156 factories in Germany. As a source of economic independence and of an article which could be taxed, the making of sugar from beets developed rapidly, with all manner of governmental encouragement, especially in Germany. Governmental competition grew so keen that in 1903 an international convention was signed at Brussels, to bring things back to a stable basis. Spain, Italy, Sweden, and Roumania were then producing enough for their needs. Germany, Austria-Hungary, France, Russia, Belgium, and Holland had an average of 2,000,000 tons a year to export, and the United Kingdom was their greatest market.

Consequently, the European war played havoc with the international trade in beet sugar. In the part of the world outside the beleaguered parts of Europe the price went upward. In the results our own beet-sugar industry, nurtured twenty years ago by our Department of Agriculture, had its participation. After the problems of seed for beets, formerly drawn largely from Germany and Russia, had been met in a measure, our industry went forward. Investments made years ago in beet factories by one of our eastern sugar magnates, who was looked upon by his contemporaries as hopelessly adventurous, turned out to be highly profitable. One of these companies is now the world's largest producer of beet sugar, making double the quantity of its nearest competitor. It is reported to have had profits in 1916 in the neighborhood of \$90 a share. Such a state of affairs would indicate that the growers of cane sugar have at least not had a monopoly in the profits of war about which great stories have come from all the lands where cane luxuriates.

Of course, all beet-sugar companies have not done equally well. In May, when the Federal Trade Commission had occasion to report upon the industry, it found that in the five years ending with 1913-1914 the twenty-nine companies which made 95 per cent of our 700,000 tons of beet sugar had results which varied all the way from a loss of 18 per cent to a gain of 45 per cent on the capital employed.



MERCHANT SHIPPING has given rise to some figuring.

The French Minister of Marine has told the Chamber of Deputies that allied and neutral countries in August of 1914 had about 40,500,000 tons. To the end of 1916 he puts losses through mines and submarines at 3,840,000 tons, with 2,500,000

more in the first four months of 1917. Estimating losses during the remainder of 1917 at the rate for the first four months, and counting in 1,700,000 tons as losses through wreck and other ordinary casualties, he concludes losses at the end of 1917 may reach a total of 13,040,000 tons for the whole period of the war.

Against these losses he sets the gains. Between August, 1914, and December, 1916, the allied countries built 4,402,000 tons. Nine hundred thousand tons were captured as prizes. He supposes, too, that 4,850,000 tons building for the Allies may be completed in 1917. Thus, leaving out of consideration construction by neutrals and the United States he gets a total credit

**A Ship for a Ship**  
**Waterways Not Forgotten**  
**Improving Our Harbors**  
**Cooperative Societies Meet**  
**Coal in the Spotlight**

of 10,242,000, thus estimating a net loss of 2,798,000 as of December 31, 1917.

The credits do not, like losses, include vessels of neutral countries, or the 600,000 tons of vessels the United States took over when it declared war. If construction in the United States and in neutral countries is added, and the French statement is anywhere nearly accurate, there may be almost exactly the same neutral and allied tonnage on the seas on December 31, 1917, as on August 1, 1914. The deficiency in facilities of ocean transportation would be represented by German and Austrian vessels,—a deficiency augmented by the tremendous use of merchant vessels for the special purposes of war.



WATERWAYS are hard things to deal with. At least, we have found it so.

We are not exceptional, either. England has had all-told nine commissions of inquiry. At present, an inland water route between London and Liverpool comes under twenty-three jurisdictions. Even with the government in control of water transportation as well as rail, for the period of the war, railway-owned canals come under the Railway Committee and those which are independently owned fall within the purview of the Canal Committee.

Our difficulties with our own waterways have come rather from economic perversities than from conflicting jurisdictions, since the federal government exercises a deal of control. That our interior waterways will now come into their own as routes for traffic is apparent from many circumstances. The Council of National Defense has a special committee which urges their use, with the substitution of a motor barge, scow, lighter, or other vessel for freight cars wherever a chance offers. Congress, too, is appropriating money for continued improvements.

Other countries have been doing likewise. According to reports, Germany has been continuing construction of waterways during the war. When the battle of Verdun was at its height France was celebrating completion of a great tunnel built to carry

a canal through a mountain. England and Canada have not had such picturesque events as these, but they also have kept many of their dredges digging with energy.



HARBOR FACILITIES nowadays must be commensurate with the vessels of five, ten, twenty, and even fifty thousand tons that use the seas. The shallops of by-gone centuries might tie up to a row of crazy piles, but when a modern steamer nears land its master becomes careworn and he requires a harbor in keeping with his great machine.

Deep channels marked on the surface of the water with a mathematicians' accuracy and anchorage basins where a navy may swing to wind and tide are not enough. There must be piers and wharves that in size and cost make a landsman wide-eyed with wonder; dry docks, repair plants, scurrying fleets of tugs, fuel plants, warehouses, belt railroads,—an apparatus which makes a city's waterfront a cross roads for the world.

Our ports are no inconspicuous part of our transportation system. Over seventy of them handle yearly water-borne commerce exceeding \$30,000,000 each in value. There is no lack of number of ports nor is there lack in extent of water front. New York has 921 miles of frontage, Boston 141, Philadelphia 27, Baltimore 120, Galveston 8, Seattle 113, and so on.

It is in equipment that our ports need development, and equipment of a sort that costs money. Looking upon Boston harbor as a state facility, Massachusetts has expended over \$4,000,000 on one pier alone. The city government of Philadelphia has devoted as much as two and a half million dollars in three years to improving the port. Baltimore has spent much money on public water terminals in the last ten years. New Orleans has its water terminals well in hand. And the ports of the Pacific Coast have made noteworthy progress.

Those improvements, and many more, such as the development at Providence, have greatly increased our facilities for ocean trade, but there is a possibility that existing improvements will soon be utilized to their fullest capacity and great enlargements will become the order of the day.



COOPERATIVE SOCIETIES in England, France, and Russia joined in a congress,—their forty-ninth affair of the sort,—in May. They then reported 3,310,000 members in 1915, capital stock of \$236,000,000, and annual business exceeding \$825,000,000.



COAL has had the center of the stage at Washington, as in the rest of the country. At one end of Pennsylvania Avenue a Congressional committee has been asking about costs of production and reasonable profits while at the other end operators were being assured they would neither restrain trade nor create a monopoly,—within the purview of the Sherman Act,—if they combined to lower prices. Perhaps the anti-trust law loomed large in the situation because at the same time a group of corporations and individuals were on trial in New York on charges that they had broken the law, by conspiring to raise prices.

The Trade Commission, too, has taken

a hand. Three members of the Commission declared for the government to "pool" all production and distribution of coal, paying each producer its cost and a profit and charging consumers the average of the prices which were determined in this way; these members recommended a similar "pool" of all transportation facilities. On June 19 the Commission told Congress that during April and May the amount of anthracite mined exceeded by 24 per cent the output of the corresponding months of last year and as 1916 was a period of abnormal production the results this year will probably be unprecedented. The Commission had earlier told Congress that the production of bituminous coal in 1916,—509,000,000 tons,—has exceeded results in 1915, the earlier record year.

Responsibility for high prices the Commission apportioned somewhat impartially. In the face of enlarged use of coal there was a "buyers' panic," with householders who usually waited until fall pouring in their orders in April and May for next winter's coal. Many operators, on the other hand, took advantage of the crisis to charge exorbitant prices, some practically auctioning their coal to the highest bidder, with prices changing from hour to hour. The labor situation, too, had an influence. In the period of April to December, 1916, the Commission found that the anthracite mines lost to other industries, such as munitions plants, 13 per cent of their total labor supply, with the proportion in the case of miners' helpers running as high as 38 per cent. Accordingly, the Commission has told Congress that "the great essential to unprecedented output this year is recognition by the government that men engaged in mining and mine clerks should be exempt from military service." At the same time, the Department of Labor estimated that each anthracite miner had increased his output in 1916 about 3 per cent over 1915.

But this is by no means the whole story of coal, as it has centered at Washington. The National Defense Council's Coal Committee has been promoting production. It now announces that 40,000,000 tons of bituminous coal was loaded on cars at the mines during May, 1916, and 4,000,000 tons more than in April, 1917. Besides, anthracite shipments in May exceeded shipments in the same month a year ago by 1,300,000. The shipments of bituminous coal the railways' war board has expressed in terms of cars,—739,600 carloads in May of this year and 597,500 in May, 1916. The amount of coal loaded in June will prove, according to promises, in excess of the shipments of May.



"POOLING" of another form than the kind the Trade Commission advocates is being extended in the distribution of coal. Pooling of coal shipments up the Great Lakes, which has operated since June 1, is expected to free 52,000 cars for other uses. Another pool has been arranged for coal which is transhipped at tidewater. Economy in use of shipping facilities will be obtained by clearing all shipments through a special bureau. Without waiting for this plan, however, the railroads arranged in mid-June to run special trains of coal from the mines to New England.

Other parts of the government have within the last two weeks turned their attention to coal. The Navy Department on June

18 decided tentatively that \$2.33 a ton was a fair price to pay for its requirement of 1,700,000 tons, subsequently asking the Trade Commission to ascertain the exact price it should pay. At the time coal was being quoted at Hampton Roads at \$6 to \$7.50 a ton. The Interstate Commerce Commission allowed the railways hauling coal from the eastern field to increase their rates by 15 per cent. After the Exports Council was created by the President, on June 22, it was bruited about that outward-bound shipments of coal would join with foodstuffs in coming at once under control.

Our exports recently have not been especially heavy. In 1916 we sent abroad 23,000,000 tons, which is comparable with 16,000,000 in 1913. But the supply France and Italy will now obtain from us may soon run to 500,000 to 1,000,000 tons a month.



THE MONSOON reminds us that the world still turns upon the events of nature. The beginning of the monsoon in India on June 1 was an event to cable half around the world, and to appear in the financial news of London journals.

The fact is that a good monsoon means prosperity for India, very much as the annual flood of the Nile brings abundance in Egypt. India has had a succession of good monsoons, and all-in-all India is doing well, even in the midst of difficulties which accompany scarcity of ocean tonnage to carry its products to their foreign markets. Other parts of the world, too, watch the clouds. Occurrence of rain on June 23 and 24 in some parts of Mexico, where there had been drought for nine months, was also news deemed worthy of the cables.



A CONSULAR SERVICE, alike in the piping times of peace and in the troublous days of war, has more duties to perform than an ordinary citizen can shake a stick at.

That a consular service should be efficient has become a governmental necessity of very general recognition among the nations that rank as powers. Even during

#### "Pooling" Coal Shipments

A Monsoon in the Cable News

A Side-line for British Consuls

While Passengers Pray for Rain

A Tin Independence Day

war England has not been too busy to look to her own.

As a matter of fact, England had an investigation on foot before the war began. In the course of hearings, its commission heard testimony which was highly complimentary to the American service. Accordingly, England may in a friendly way try to go us one better in the matter of useful consuls.

However this may be, announcement was made in England on June 1 that a new plan has been devised. British consuls in 44 countries are to make at least one report every three months, and the "performance" of every one is to be plotted in "curves."

Consuls are to forward liberal news of possibilities for trade, and the Foreign Office, to the great admiration of all Britishers who have known it, undertakes to make them available within twenty-four hours of their receipt. Besides, the Foreign Office will place before British firms all the information it receives about business standing and financial ability of prospective customers, merely disavowing any responsibility on its part for accuracy.



OUR PUBLIC UTILITIES sometimes feel oppressed with the difficulties of regulation, but few of them have such problems thrust upon them as confront the street cars of Buenos Aires.

A recent ordinance of Buenos Aires declares that married women and girls under twelve years of age are not to be counted by conductors on rainy days in determining whether the passengers on board a car equal the maximum number that is permitted.

How the conductor is to identify married women, why there is discrimination against spinsters, widows and small boys, and whether or not the favored women and girls are to be put off the car forthwith when a shower has passed are questions regarding which the new ordinance vouchsafes no enlightenment.



TIN caused such a flurry among us, when we came to consider the containers in which we would preserve this summer's garden truck, that London had a real scare about the prices we might bid in our efforts to get the metal at any cost.

Another year we shall have attained a degree of independence with respect to tin. Having completed the smelters now under construction, we may make at least one-third of our requirements, bringing the ore from Bolivia. We shall get some pig tin, too, from Bolivia, for smelters are going up there also, and Bolivia in the future will scarcely be content to export only its ores. In developing Bolivia's own facilities we are taking a hand, as our bankers have recently lent money to the Bolivian government for some railroad construction.

Our interest may be measured by the amount of tin we use,—something like 6,000 tons a month. Notwithstanding our confirmed national devotion to the tin can, we have never used tin so rapidly as this year. Before 1890 we imported most of our tinplate. Then a famous episode in tariff legislation followed, giving rise subsequently to hot debates, pro and con. A high duty on imports existed for but four years, but under the impetus the manufacture of tinplate grew so vigorously that after 1900 imports were only nominal.

Before the war our production in tinplate was around 800,000 tons a year, and in only very prosperous years for the industry did we reach 1,000,000 tons. In 1915 we made 982,000 tons, and 1,139,000 tons in 1916. Of these tonnages a minor part went abroad. This year, the mills themselves are seeing to it that exports are at a minimum and the prospects are that our outturn will be 1,500,000 tons,—quite enough to furnish cans for a lot of foodstuffs, especially in view of the curtailment in the use of tinplate as a container for a great assortment of articles which this year



will find their way to market in cardboard and other substitutes.

Although we once went abroad for our tinplate, we later came to making our own

plate, relying upon other markets for the tin alone; we now are in a fair way to get some control over the source of our supply of tin as well.

## The June Grist of Our War Congress

**A Shipping Fund Rider; Reserve Fund Amendments; Expediting Rail Traffic; Food, Feed and Fuel; Aeronautics; and Trading With the Enemy.**

**L**EGISLATION which actually went upon the statute books in June centered upon war. The expenditures of war, merchant shipping for the service of war, control of exports in war time, organization of banking power for the support of war, and expedition of railway traffic are the subjects with which Congress dealt.

The great appropriation bill for war became law on June 15. Thus, in a matter of

### War Appropriations

six weeks, Congress had settled the details of appropriations which footed up at three billion three hundred million dollars. Half a billion went to the navy, and by far the greater part of the balance to the army. A number of items ran into the hundreds of millions, and authorized expenditures for the whole round of materials and instruments of war, together with pay for the men who will make them effective. At one point in the measure three lines of type disposed of more than three hundred million dollars.

The appropriation bill received a rider in the Senate, in the form of legislation which authorizes the President to speed the national program for new merchant ships. Under the new provision of law he may

### Shipping Fund

Place orders for ships or ship material and compel their preferential fulfillment,

Requisition any vessel or small floating craft,

Requisition any existing contract for construction of ships or supply of materials,

Requisition the output of any yard or plant engaged upon shipwork,

Requisition and operate any such plant,

Use the money provided to hasten construction of vessels on private account.

Upon these powers the only limitation is that the President, or the official to whom he may delegate execution of the law, keep within the expenditures contemplated by Congress,—\$750,000,000.

When expenditures which are still to be authorized,—such as six hundred million

### Appropriations for War

for aeronautics and one hundred fifty million in connection with control of food and other necessities,—are considered, the prospects are that the sums devoted to the purposes of war by the present sessions of Congress will go well over four billion dollars.

A law of June 15 is known as the Espionage Act, because its first section happens to provide penalties for persons who seek to obtain military information for use by an enemy.

As a matter of fact this law refers to a

number of other subjects which in one way and another increase the powers of the federal government to act effectively against hostile influences exerted from abroad in time of war.

One of the powers urged in May was, however, omitted,—the power of censorship over the press, both in the broad terms at first proposed and in the carefully defined form subsequently drafted.

The part of the Espionage Bill which will probably have most immediate effect

### Control of Exports

authorizes the President to issue a proclamation designating countries to which it will be unlawful, under heavy penalties, to ship articles which he names without complying with regulations. Limitations and exceptions may also be prescribed by the President.

In preparing to execute this law the President on June 22 appointed the Secretary of State, the Secretary of Agriculture, the Secretary of Commerce, and the Food Administrator to be an Export Council and to formulate policies and recommendations. The conclusions of this Council will be effective when they have the President's approval. The regulations under which licenses will be issued for exports which are affected by any proclamation the President issues will probably be administered by the Bureau of Foreign and Domestic Commerce.

On June 21 the amendments unsuccessfully advocated last winter were made a part of the Federal Reserve

**Reserve Act** Act. They are intended to strengthen the coordination

of banking resources by making it desirable for trust companies and state banks to enter the reserve system. Even without becoming members such banks can under the new law obtain the benefit of the system arrangements for exchange and collection by maintaining with a reserve bank a small deposit.

The directing influence of the reserve board is increased, as it is authorized to require banks to open branches in their districts, and also to open accounts in foreign countries. These accounts can be used to govern exchange in a degree, and to save the expense of transfer of gold, just as a recent deposit in the Bank of England of \$52,000,000 in gold to the credit of reserve banks means prevention of unnecessary expense. At the same time, the facilities of the reserve banks themselves are enlarged, since they may now count in their reserve the gold they have placed against their circulating notes.

The amendments materially affect national banks. Their powers to accept, to the extent of 100 per cent of capital and surplus, bills of exchange are extended to include bills drawn against shipments of goods or warehouse receipts for readily marketable staples. Besides, although they

reduce their reserve, they have to increase the amounts on deposit with reserve banks, making them as follows:

	DEMAND DEPOSITS	TIME DEPOSITS
Country Banks.....	7%	3%
Reserve City Banks..	10%	3%
Central Reserve Banks	13%	3%

These deposits will be all the reserve required. Member banks no longer have to keep any reserves in their own vaults. They will get along with such an amount of till money as they think necessary. Without the amendment they would have had to hold reserves, divided between their vaults and the reserve banks, of 12%, 15%, and 18% of demand deposits according to the class of banks, and 5% of time deposits. Before the Reserve Act was passed, in 1913, the reserves of the three classes of banks against deposits were 25%, 25% and 15% respectively. This reduction in reserves is one of the measures of success for the reserve system, which we have now had in operation for the greater part of three years.

How far checks replace currency in the United States, by effecting transfers of

credits instead of transfers of money, the experts never

**Charges on Checks** have agreed, although all of them have concurred in declaring the amount of business settled by

checks is enormous. President Garfield tackled the job in the seventies, getting data from groups of all classes of banks, including the "country;" he concluded 88 per cent of business transactions were closed by transfers of credits. About 40 years later the Monetary Commission's expert said that easily 90 per cent of wholesale transactions and at least 60 per cent of retail sales were concluded with checks.

Until 1915 many banks made a charge when they received from other cities checks that were drawn upon their deposits. These charges were prevented, however, so far as national banks were concerned, by arrangements for "par collection" through federal reserve banks. Responding to requests of country banks, the Senate voted that charges might again be permitted, and the House agreed in principle. As this amendment to the Reserve Act became law, the charge is to be regulated by the Reserve Board, it cannot exceed 10 cents per hundred dollars, and it cannot be made against a federal reserve bank.

While the bill which increases the membership of the Interstate Commerce Commission from seven to nine,

**Expedition Of Rail Traffic** and allows the members to apportion their duties among themselves, awaits

final action, both Houses have voted to authorize the President to designate kinds of traffic which in war time

are to have precedence on the railways. This provision will probably be administered by a board acting in conjunction with the Commerce Commission. Thus, without

undertaking to exercise the extreme powers conferred last August, to take over and operate the railways, the government may prefer to control transportation in wartime through a system of "priorities" for different kinds of freight.

At the same time, this bill makes unlawful any interference with interstate or foreign traffic by violence, thus lessening possibility of strikes which are not accompanied with violence.

About cars the House has differed with

the Senate; the Senate voted to allow the Commerce Commission to order the railways to obtain such cars and other equipment as the Commission thought requisite; the House took the position that the new law of May 29, giving the Commission authority over movement and distribution of cars, is sufficient.

Among the bills which have advanced during June but which are not yet in final form, the measures dealing with the supply of food are for the moment

**Food Bills** most important. The first of these two bills,—in effect authorizing the Department of Agriculture to make a survey of supplies and requirements of foods, fertilizers, and implements, as well as of prices and distribution, and at the same time adding appropriations for propaganda in encouragement of production and prevention of waste,—passed the House at the end of May and the Senate on June 2, but until June 29 made no progress toward its final form, perhaps for the reason that the second bill meanwhile had a number of difficulties.

The second measure contains the substantive provisions for a scheme of control, and would not be administered by the Department of Agriculture but by such agencies as the President

**The Control Bill** may designate,—undoubtedly, the food administrator. Debate began in the Senate before the House passed the bill, on June 23, and on June 27, when the measure was reported to the Senate with the amendments of the Committee on Agriculture, it was engrossing practically all of the Senate's attention.

The House bill dealt with foods, feeds, and fuel. The Senate committee added tin cans and other containers,

**Articles Affected** petroleum and its products, steel and iron and their products, copper and its products, hemp, jute, sisal, lead, timber, lumber, farm implements, and fertilizers, bringing all of these articles within its definition of "necessaries".

Production and distribution of all these articles as they enter interstate and foreign commerce might be controlled by a system of government licenses. These

**Licensing** licenses could be granted only to producers and dealers who undertook to conduct their business in accordance with government regulations, and the regulations might affect prices and profits. The system of licenses, however, would stop short of retailers, embracing only producers, manufacturers, and distributors.

Retailers would nevertheless be subject to the provision which contemplates procedure in the federal courts upon seizures for condemnation of stocks held in excess of reasonable requirements, or contracts for unreasonable quantities. If the court decided for the government, it would order a manner of sale, and the proceeds would go to the owner.

Requisitioning of mines and plants where "necessaries" are produced in any form

**Requisition of Establishments** the Senate Committee extended expressly to include packing houses. It also gave employees in requisitioned establishments a right of appeal to the Board of Mediation and Conciliation against wages as fixed by the government.

Prohibition of use of food materials in making distilled spirits,—the latest form of the provision on this

**Alcoholic Beverages** subject,—the Senate Committee would make effective 30 days after the bill becomes law. The provision does not prevent use of food materials for manufacture of alcohol for industrial or medicinal purposes. But so far as the government's requirements are concerned, the committee would direct the President to commandeer, for just compensation, distilled liquors which are now in bond and utilize them through redistillation to prevent fresh food materials being used to a similar extent to meet the government's needs for alcohol.

The committees which are advisory to the Council of National Defense are affected by a recommendation which the Senate committee added to this bill. If the recommendation prevails, it will become unlawful for any person whether a volunteer or a paid employee, including any advisor to a committee or official, to procure, attempt to procure, or make any contract for the purchase of supplies for the government's use, if the seller is a business house in which he is interested.

Opinion is divided in Congress about the date when the Senate will vote upon the control bill. Some leaders expect a vote by July 4; others think it impossible before the week of July 9.

**Senate's Action** Whatever the date when the Senate ends its debate, the House will probably send the bill at once to conference, and both Houses may be considering the final form before the middle of July.

After having the revenue bill under consideration for more than a month, the Senate Committee on Finance sent its recommendation to the printer on June 30, intending to have its final vote regarding its conclusions on July 2, and to make its formal report to the Senate on July 3 or 5.

**Revenue Bill** Accordingly, it now seems unlikely that the Senate will pass the bill before the middle of July. Even if informal conferences between members of the two Houses meanwhile adjust some of the differences, the formal conference will probably last at least a week, and renewed debate in House and Senate on the final form of the bill will probably prevent enactment much before August 1.

During the week of July 2 the House will in effect be in recess. On July 8 it will begin consideration of the bill which imposes penalties for trading with enemies,—

**Trade with Enemies** i. e., (1) with persons who are resident in Germany or resident elsewhere outside the United States and doing business in Germany, (2) persons resident in countries allied with Germany or residing elsewhere and outside the United States and doing business in these countries, and (3) natives, citizens, or subjects of Germany wherever they may reside. It deals also with the property of enemy subjects which is within the jurisdiction of the United States, and includes patents granted by the United States but not trademarks or copyrights.

This bill will probably be passed by the House while the Senate debates the revenue bill, and thus be ready for the Senate as its next order of business after it has dealt with taxes.

One important measure in the present program of war legislation has not yet come before either House.

**Aeronautics** This is provision for aeronautic equipment on a great scale. The House Committee on Military Affairs may about July 2 bring forward a bill incorporating its recommendations. It will propose appropriations of \$600,000,000, and it may suggest that a separate department be created in the government to direct the air service of the United States.

The use of water power at Niagara Falls and the situation of miners and settlers upon public lands in connection with their absence in service with naval or military forces are examples of other subjects with which Congress is dealing.

**Other Bills** Whether or not Congress will act upon some other important legislation at this session remains in doubt. On June 13 the House once more passed the Webb bill, which would permit cooperation in export trade,—this time by a vote of 241 to 29. The vote last September was 199 to 25. If opportunity for consideration occurs in the Senate the bill may soon become law.

The Senate on June 27 passed the bill which would inaugurate daylight saving in the United States. In this instance, doubt exists about the possibility of action in the House. The United States is now one of the few nations that has not adopted this method of improving conditions of work and recreation. During the month of June both Canada and Russia have joined the greater part of Europe and Australia in deciding to advance the clock.

### National Problems and Policies Affecting Business, 1900-1916

"Are we capable of Self Government" is the challenging title of a book from the pen of Frank W. Noxon which the publishers brought out last month (Harper & Bros. \$1.50). It is a narrative interpretation of events—economic, political, and social since 1900.

What the book is and of what value it can prove to business men is set forth by Harry A. Wheeler, first president of the Chamber of Commerce of the United States and a reviewer can do no better than quote from him:

"Are we Capable of Self Government?" is a worthy addition to any library, and especially to the library of a busy man. It is not a history, yet it contains so much of authentic history as to give it the standing of a text-book. It is not a story, yet the ideas flow along so smoothly as to make the reading very easy, while its epigrammatic wealth, which challenges the attention and compels thoughtful analysis, lends a charm to every chapter of the book. It is not an economic dissertation, yet it contains much of sound economics. It is not a biography, yet so far does it draw lessons from the utterances of thoughtful men as to be a compilation of the best thoughts of some of the best thinkers of our time. Altogether, this work is such a delightful commingling of history, economics, political science, and business sense that it becomes palatable to the mind, catchy to the imagination, with just enough of the altruistic to satisfy that indefinable longing, even in the most sordid, to do something, be something, and believe in something which may be regarded as unselfish.

The author has not tried to answer the question which the title of the book propounds, but rather to review the nation's recent legislative and bureaucratic strictures upon organized business, sometimes true to the fundamental principles of our government, sometimes ludicrously childish and incon-



sistent, yet, rather than vicious, making for general progress.

Mr. Noxon's book goes to show that self-government has by no means failed, and points rather clearly to those factors, individual and organized, which may, by cooperation and a common patriotic purpose, perform their functions with such thoughtfulness for the ultimate effect upon the national life as to insure, beyond all question, the maintenance of our form of government as the most efficient and most beneficent under the sun.

The book is worthy of a place in the literature of our day, and inasmuch as the ambition of the author is to create something useful rather than simply readable, his reward should be a grateful public and a consciousness of having contributed a readable story text-book that will make for clearer thinking, better reasoning, and surer success of our form of government than though it had not been written.

### Helping Us To Get Started

(Continued from page 30)

coast, and in all other parts of the country.

The title of a new committee of the Boston Chamber of Commerce, the Special Committee to Help Expediate Shipbuilding in New England, indicates the scope of the work which it has undertaken. From Bath, Maine, to Quincy, Mass., it will encourage the immediate construction of ocean-going ships, large and small, whether for the merchant marine or for auxiliary service to the Navy.

Ample capital and plenty of orders leave the only problems to be solved those of getting men and materials. Urging the construction of new shipyards and the extension of existing plants, encouraging the building of standardized vessels, inducing railroads to give shipbuilding materials right of way, impressing upon steel companies the importance of producing materials for ships before anything else, persuading the government to exempt from military service men engaged in shipbuilding—the work mapped out for the committee—shows that the Boston chamber is determined to maintain the best shipbuilding traditions of New England.

In addition to these local movements, which, however, are not in any sense local in vision or influence, nation-wide impetus will be given to the shipbuilding program by the National Chamber, which has a War Shipping Committee working in conjunction with the Shipping Board.

**ENCOURAGING** shipbuilding is not the only job of national importance which the Boston Chamber has on its hands. It is also trying to get men and coal for New England's factories. At first blush, those may seem like local questions, but the entire country has an interest in them, because in those factories will be manufactured a large proportion of the munitions on which our armies and those of our allies will depend.

Labor shortage, especially in foundries and machine shops, has become so serious that the Boston chamber is considering a campaign to develop plans by which vital industries will be supplied with sufficient skilled labor to turn out the government work.

The first step will be the appointment of a committee of manufacturers, labor leaders and representatives of several of the large trade organizations. It is believed that it will be possible to devise means by which skilled workers of one trade, whose products are not so much in demand at this time, can be placed in plants which are to-day working short-handed. The promoters of the scheme are looking forward to the time when the draft will in all probability still further accentuate the labor shortage.

**COAL**, too, is a vital question. The extraordinary demand for fuel to enable New England manufacturers to speed up production of war orders, and the difficulty of getting sufficient coal to meet the increased demands

of the coming year will be problems with which a new committee of the chamber will wrestle.

The fact that New England depends upon water transportation for nearly three-quarters of her coal supply, and that the more lucrative off-shore business has been lessening the available tonnage for the coal-carrying trade has placed that part of the country in a serious predicament. The railroads have been over-taxed in caring for the movement of general merchandise, and have not only been unable to supply additional equipment for moving coal but have at times been forced to establish embargoes upon such shipments.

Freight rates on water-borne coal in 1916 reached the unprecedented figure of \$3.75 per ton, but even those rates were eclipsed in March and April of this year, when a charge of \$5.00 was not unusual, and when in some cases as much as \$5.50 was paid.

**CHAMBER** of commerce patriotic committees are among the new things to which war has given birth. The Steubenville, Ohio, chamber has one that is making history.

In the days immediately following the declaration of war, Steubenville was not unique among American towns. Like most others it suffered from a lack of active patriotism. Leadership, sorely needed, was supplied by the chamber. And the outstanding fact with regard to its activities is that it did not rest with arousing general enthusiasm, but called particular men to do specific tasks. Public enthusiasm, of course, was not neglected; it was aroused at a mass meeting through which men stood for hours in a snow storm.

Then the Patriotic Committee made a definite move to get recruits for the army. Two men were called upon to take the lead in the work, with the result that Steubenville and its chamber of commerce have to their credit the first two companies of volunteers raised in the state.

Another thing which the chamber did was to act as a governor upon effervescent enthusiasm which was getting too near the boiling point. It enforced the rule of reason by discouraging jingo patriotism. Charges of disloyalty against German-American citizens were investigated and proven baseless. The food problem, too, received attention. Farmers and business men were brought together to consider means of relieving shortage of labor. In this connection, it is interesting to note that, in striking contrast to the procedure

in England, where men by the thousands were enrolled without any information having been gathered as to where workers were needed, the Steubenville chamber, before enlisting volunteers, canvassed the farms to find out what labor was required.

In its activities, the chamber is typical of hundreds of others throughout the country which are applying modern commercial organization methods to work of national importance.

**CHAMBERS** of commerce everywhere are doing their best to increase our food supply. Spreading the gospel of the backyard and vacant-lot garden, furnishing garden plots, encouraging farmers to increase the number of cultivated acres, putting bank credit at their service, procuring labor for the fields, laying plans for the canning of surplus fruits and vegetables, and offering prizes to amateur gardeners, are some of the forms which their activities are taking.

Some chambers, evidently not fearing the fine crop of economic controversies likely to spring up coincidentally with wheat and oats, have gone to the length of proposing practical subsidizing of those farmers whose timidity does not permit them to risk too much for the country's good. The scheme is to guarantee sale, at minimum prices, of all crops raised. The frame of mind that gave birth to the idea has also brought forth the plan, and put it into execution, of distributing seed potatoes at less than market prices. There may be danger of the farmer becoming the spoiled child of society.

Those chambers of commerce which were far-sighted enough in years past to break down the reserve between farming community and town by establishing better relations with country people are finding their task much easier. Especially is this true where large numbers of farmers have been induced to become members of chambers of commerce.

The Richmond, Va., Chamber of Commerce went about the work in thorough fashion. It organized a farm bureau to encourage bigger crops, arranged with banks to raise a pool of \$50,000 to lend to farmers in the Richmond district who needed funds for increased cultivation, and engaged two expert farm demonstrators to work in the territory.

The Agricultural Committee of the chamber endorsed the movement of the Volunteer

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featuring Chinese affairs is an example of the interest ASIA carries monthly. Among its contents are:

#### "The Grave Situation in China"—

By Frederick Moore

An outline of the present Rebellion with a statement of America's interest and Japan's position.

#### "The Spirit of Chinese Business"—

By Richard Washburn Child

An original piece of research of intense interest and value on a subject about which no literature now exists.

#### "A Foreigner Makes Millions for China"

How an Irishman (Sir Richard Dane) has saved the Financial Position of the Republic by organizing the Salt Tax.

#### "The Philippines Prepare for War"—From ASIA's Manila Correspondent.

#### "Japanese Motives"—From the Osaka Correspondent.

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Farmers' Association, which is trying to induce city workers to spend their vacations this summer in harvesting the crops of Virginia farms. One phase of the movement is the urging of firms which have not been accustomed to give vacations to employees to do so this year.

In the Northeast, the Minneapolis Civic and Commerce Association and the St. Paul Association joined with representatives from all parts of Minnesota, Wisconsin, Montana and North and South Dakota in a conference at which the problems of planting and harvesting were considered.

Measures to increase planting were discussed, but the principal emphasis was placed upon the need of an adequate labor supply. Believing that labor for both industrial and harvest work is going to be a serious question, the Minneapolis association is making an intensive study of the situation and adopting all possible preparatory measures which conditions seem to demand. One very practical step which the different chambers have taken has been a canvass in order to ascertain how many laborers the cities of Minneapolis, St. Paul and Duluth will be able to furnish at the harvest period.

### Concerning the Potato

(Concluded from page 38)

in oats or spring wheat, with which is sown clover and timothy. The crop is cut the second year for hay and then plowed in the fall, the clover sod going under as an enricher for the soil.

In the spring the field is harrowed not once but four times. Fourteen bushels of seed are planted to the acre, and not ten, which is the average elsewhere. The seed is cut by hand and planted with machinery and from 1,200 to 1,500 pounds of the best commercial fertilizer per acre is applied to the land.

The growing crop is cultivated from six to eight times and is sprayed regularly. Harvesting is done with a machine that will dig three acres of potatoes a day. Similar methods, changed somewhat to meet different soil and climate conditions, are followed in Monmouth County, New Jersey, where there are 2,000 potato farms and where 4,000,000 bushels of potatoes are often grown in a season.

Potato farming done in the Maine or New Jersey fashion will produce crops averaging, year after year, from 236 to 425 bushels to the acre. And the land in the latter state has been in use for 160 years. The yield of potatoes in New York has often exceeded 400 bushels.

The cost of growing potatoes Dr. Spillman estimates at from twenty-two to forty cents a bushel in the northern States.

Take away forty cents, the outside cost, from \$4, the highest price, and \$3.60 remain to be distributed to persons and companies between the producer and eater; and that is the potato story of the spring and early summer of 1917.

### An Official Interpreter

(Continued from page 35)

in the law school in 1904. He made at once for New York with a good record in the law school and a limited amount of funds as his assets. He had a choice of connections with several firms of attorneys, but chose the one that had the biggest commercial business.

For the first year, his salary was the experience which he was gathering. In the second year, he received \$15 a week. At the end of the third year, he took charge, for the receiver, of the affairs of Milliken Bros., a structural steel concern, which during his connection with it, erected the Singer Building.

That experience turned him from the law to a business career. He took the presidency of the Central Foundry Company, which has plants at six or seven points, and of the Central Iron & Coal Company, of Tuscaloosa, Alabama, which he retained until three months ago. Just now he is president of the

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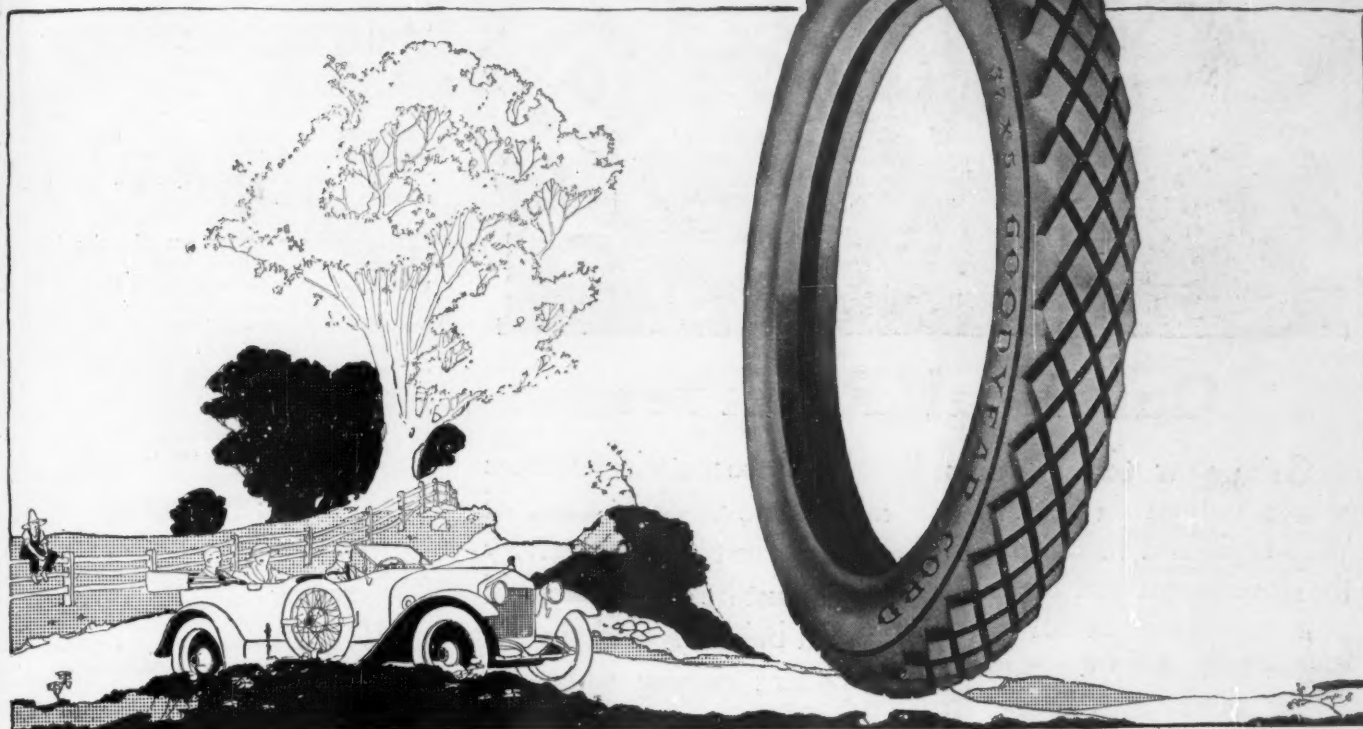
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This construction, originated by Goodyear, supplants the inactive, tightly cross-woven fabric ordinarily used in the tire body, with thousands of stout, pliant cords.

Layers of these cords are built diagonally one upon the other, *without interweave*, and each cord and each layer separately is insulated and upholstered with a cushion of quick rubber.

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But these material resources are not the whole. Back of each industry and activity there must be organizations of human beings, requiring years of patient training and actuated by the spirit of loyal service.

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THE commercial organizations of the country are in favor of liberal increases in taxation in meeting the expenses of the war. That is the significant fact brought out by the vote registered in the referendum on methods of war financing completed a few days ago by the National Chamber.

Immediately war was declared against Germany, the government was confronted with the necessity of deciding how to raise funds for the extraordinary outlay involved. On one hand were those contending that we

should rely chiefly on bond issues, and on the other were those arguing with equal earnestness that we ought to pay for the war, as far as possible, out of the current income of the government. Whichever view was to become our guiding principle, it was a foregone conclusion that both bond issues and augmented taxes would, by choice and by necessity, be resorted to.

That much granted, there was still room for difference of opinion as to how high taxes ought to mount. The determination of that point settled, in a general way, the question, what proportion of the whole expense should be met by taxation? It was estimated that we would spend in the first year of the war something like \$3,600,000,000 and that the country could without embarrassment con-

tribute \$1,600,000,000 of that amount through increased taxes. Then came this question, if we are to raise that much money this year, where is it to come from?

In order to bring the business opinion of the country to bear on the problem, the National Chamber determined upon a referendum. Its special committee, after considering the matter from every angle, submitted several recommendations accompanied by a statement in support of the conclusions reached. This was followed by arguments urged against the recommendations, in order that those voting might have a many-sided view of the matters at issue.

THE purpose was to provoke the 400,000 and more business men comprising the member organizations of the National Chamber to think seriously about the business of providing government income of more than a billion dollars and a half, and that only a third of the first year's probable requirements.

For all that, the fact that every recommendation made by the committee was sustained by more than the necessary two-thirds majority might suggest that the labor of the committee had brought forth nothing more than perfunctory approval, a vote, in effect, "that the report of the committee be received and approved," as they say in parliamentary language. That, however, is precisely what did not happen. On the contrary, the result of the vote shows that the different points were carefully gone into by the members of the various organizations before a decision was reached.

As an example, the committee's first recommendation, that "approximately \$400,000,000 of the amount raised by taxation in the first year should be obtained, as a war measure, from increased individual income taxes, through certain increased super-taxes and decreased exemptions," was sustained by 1,235 votes and opposed by 38; while the recommendation that "the first-class postage rate, as a war measure, should be increased by 50 per cent, to yield approximately \$100,000,000 in the first year," barely got its two-thirds majority, the vote being 822 for and 340 against. A good deal of hard thinking lies between those two results.

It should be noted that the voting was by organizations. It is left to each association to devise the means of getting the consensus of opinion of its members and to cast its votes accordingly. The number of votes permitted to an organization depends upon its membership.

THE other recommendations, and the votes on them, were as follows:

"Approximately \$200,000,000 of the amount raised by taxation in the first year should be obtained, as a war measure, by additions to the present excess-profits tax, with amendments of the law;" 1,080 in favor, 199 against.

"Stamp taxes should be imposed, as a war measure, to yield approximately \$250,000,000 in the first year;" 1,192 in favor, 91 opposed.

"Customs duties should be imposed, as a war measure, on articles to yield about \$100,000,000 in the first year;" 1,318 in favor, 51 opposed.

"Excise taxes should be imposed, as a war measure, upon certain articles of luxury and general use which would yield about \$500,000,000 in the first year;" 1,312 in favor, 16 opposed.

"Retroactive taxes should not be imposed upon incomes and profits;" 1,232 in favor, 81 against.

"The amount of exemption from the capital-stock tax should be decreased from \$99,000 to \$24,000;" 1,112 in favor, 138 opposed.

With regard to increased super-taxes and decreased exemptions in connection with the income tax, the committee approved the suggestion of the administration that to meet the present emergency the exemption for married persons and heads of families should be reduced to \$2,000, and the Committee believed



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the exemption for single persons should be reduced to \$1,200. At present, the super-tax does not apply until the income reaches \$20,000. Beginning then at one per cent, it runs to 13 per cent for the largest incomes. It was recommended that the war super-tax should begin with one per cent on incomes in excess of \$3,000 and gradually rise to 40 per cent for the largest incomes. The normal tax, which is paid by all income tax payers, should remain as it now is, at 2 per cent.

### Whose Freight Shall Have The Right of Way?

(Continued from page 25)

order can entirely stop. But the Detroit manufacturer does not do things that way—even if it is possible in his big town, which I very much doubt.

He had another way. He went down to the river and chartered a big lake passenger steamer—which has become rather superannuated and so is used only as an overflow boat during the height of the summer business. He filled the main deck of the old steamer with his cars—nearly five hundred of them—and rode with them down to Buffalo. At that city a company of drivers met the ship. Within a week the cars had all been distributed—not only in Buffalo, but as far east as Rochester and Syracuse—and the old

passenger vessel was bringing another brigade down Lake Erie.

There are many possibilities for the moving of less important freight and so giving relief to the already overburdened trunk lines of our railroads. These will all be needed within the next few months.

**P**ERHAPS the very greatest of these reliefs—one in fact which is already under way—is one which may come from taking from their rails many passenger trains which have become superfluous to-day. The fact that these trains, once filled and depended upon by large communities, are to-day three-quarters empty and practically superfluous is tremendously significant of the great inroads which the universal use of the automobile has made upon a great factor of the business of the railroads. When the railroads began to study into the situation it was the feeling that many trains, both local and through, could be eliminated. But examination showed that while many local or short-run trains could be taken from the schedules, it was not possible to eliminate many of the through runs. The automobile, whether publicly or privately owned and operated, is not yet a serious competitor of these. But, in both of these functions, it has already proved itself a great adversary of the local train. A great hotel up in the White Mountains found six or seven years ago that

ninety per cent of its patrons arrived by train, the remainder were the pioneers who "toured through" in their automobiles. A record kept last year showed that ninety-five per cent of its guests came in their motor cars; the remaining five per cent used the railroad.

In fact, it is in New England that the largest progress has already been made in removing passenger trains as a war measure. And it is in New England with its superbly developed system of motor-roads and motor-inns that the automobile has made the greatest headway against its erstwhile competitor upon steel rails. The railroads on their own part have done little or nothing to offset the competition of the automobile. They have said that the passenger traffic was by far the least profitable—if not an absolutely unprofitable—feature of their business. The war situation has enabled them to remove the least profitable of the passenger trains, and without a public clamor.

Take a single instance—the thriving city of Lynn. At a recent hearing before the Massachusetts Public Service Commission, Mr. W. H. Day, Jr., representing the Lynn Chamber of Commerce, testified that his community consumed about 275,000 tons of coal. Heretofore about five-sixths of this amount came to the town's wharves by coastwise boats. But the coastwise ship and barge situation having become completely demoralized to say nothing of the other conditions which we already have seen, there was, in the first week of June, less than 10,000 tons of coal in storage in the entire city—a mere nothing as compared with the 100,000 tons in storage a year ago. The largest dealer in town, accustomed at all times to carrying at least 50,000 tons in reserve, has to-day about 4,000 tons, due to the fact that the coal has to come by rail and that he cannot now buy more than fifteen cars of it at a time.

**H**ERE, then, is the way the railroad crisis works out in its relation to the individual. The coal dealer in Lynn cannot buy more than fifteen cars at a time, which is a mere nothing when one comes to consider that to-day he should be acquiring a reserve supply as against the winter demands of all the homes and shops of a busy industrial city of 100,000 population. The Boston & Maine railroad which serves Lynn cannot bring more coal cars east from the Delaware & Hudson railroad which reaches into the heart of the anthracite district, or the New York Central which reaches down into the bituminous fields, because it lacks engines. Despite the fact that it has been passing through severe financial difficulties, it has purchased sixty new locomotives. But these are almost as nothing, compared with the seriousness of the situation.

On the other hand the elimination of a large number of passenger trains will release a number of locomotives. These, taken largely from branch or suburban trains, may not be heavy enough to haul coal trains. But they can, in turn, replace heavier engines in passenger service, which in turn are large enough for effective hauling of coal or other commodities. There is one phase of the situation. Here is another. The passage of a single passenger train—which it is now proposed to eliminate over the Fitchburg division, the line which brings almost all the coal to Boston and the cities that group round about her, in the week ending May 30, caused the side tracking and consequent delay of thirty-nine freight-trains for a total period of forty-five hours and forty-five minutes. No wonder the management of a road, which is seeking to make itself fit and ready for the prompt handling of both freight and troop trains, is seeking to eliminate at least its superfluous passenger service. And no wonder that the various regulatory bodies that supervise its activities are to-day working with it to this very end.

There is still another phase of this situation—a point made clear not only by the New England roads, but the Baltimore & Ohio, which already has revised and curtailed its passenger schedules, and the Pennsylvania,





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